



# **GRG SCHOOL OF MANAGEMENT STUDIES**

Peelamedu, Coimbatore 641 004

## **CURRICULUM AND SYLLABUS**

### **MBA PROGRAMME 2011-2013**

January 2011

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**GRG SCHOOL OF MANAGEMENT STUDIES**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**CURRICULUM 2011-2013 AN OVERVIEW**

**The Programme:**

1. The full-time, two-year MBA programme offered by GRGSMS comprises six trimesters, each trimester being of approximately 60 working days.
2. The programme is of 94 Credits equivalent of courses. One credit is equivalent to 10 classroom sessions of 70 minutes each. Students are expected to spend an equal time outside the classroom for preparation, assignments, library reading etc.
3. The programme includes Foundation, Functional, Integrative, Elective Courses, Project Work, and Term Paper. Co-curricular activities such as Personality Development Programme, Career Counselling Programme and Outbound Programme are an integral part of the curriculum.
4. Mid-trimester examinations will be conducted by the concerned faculty within the scheduled classroom sessions after completion of atleast 50% of the course contents. Duration of the examination will be two hours.

**Specialisation:**

Students may 'specialise' in Financial Management, Marketing Management or Human Resources Management by completing 18 Credits (6 Courses) of Elective Courses in the chosen area / discipline and 6 Credits (2 Courses) in any other area / discipline adding up to a total of 24 credits (8 courses).

**Attendance:**

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each trimester.
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 Trimester Examination of the trimester.
4. Students who do not complete a trimester on account of such shortage of attendance may seek to repeat the trimester 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 five years from the date of their first joining the programme, or as per the rules and regulations of the Bharathiar University in regard.

**Assessment and Evaluation:**

1. Evaluation of students' performance will be based on both Continuous Internal Assessment (CIA) and End Trimester Examination (ETE).

2. The CIA shall comprise multiple components of assessment such as quizzes, home assignments, case analyses, classroom participation, student presentations, project work, tests, examination etc. The faculty concerned may decide appropriate mixture of components for their Courses, provided that there shall be no less than three components of assessment, excluding the mid trimester examination, for each Course.
3. The ETE will be conducted at the end of each trimester. The duration, format etc. shall be decided as appropriate to each Course.
4. CIA shall carry a weightage of 50% and the ETE 50%. The 'mid trimester examination' component of CIA shall carry 20% weightage. The remaining weightage (30%) of the CIA shall comprise other components. For 'Creativity and Innovation' (MB11CAI), 'Business Plan Development' (MB11BPD) and 'Term Paper' (MB11TMP) Courses, there will not be any ETE and 100% of marks will be through CIA.
5. The Course 'Management in Practice' (MB11MIP) will have 50% CIA and 50% by viva-voce examination conducted by an external examiner.
6. The co-curricular activities such as Personality Development Programme, Career Counselling Programme and Outbound Programme will be evaluated and graded as "Complete / Incomplete". Students securing 'incomplete' grade in these programmes will need to repeat the programmes when they are offered next time.
7. There will not be any minimum marks stipulated for passing CIA. However, in the ETE, students shall be required to secure a minimum of 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) in CIA and ETE put together.
8. The records of CIA and ETE 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 Trimester Examinations shall be of 3-hour duration irrespective of credits assigned to the Courses. The maximum marks in ETE shall be 100 to be pro-rated to 50%. Mid Trimester shall be of two hours duration irrespective of the credits assigned to the Courses. The maximum mark in the mid trimester examination shall be 50 and to be pro-rated to 20%.

The End Trimester 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 brief 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 grading of students, based on the assessment and evaluation of their performance, will be as below.

<u>Grading</u>		<u>Marks secured</u>
First Class with Distinction	...	75% and above
First Class	...	60% and above but below 75%
Second Class	...	50% and above but below 60%

GRG SCHOOL OF MANAGEMENT STUDIES**MASTER OF BUSINESS ADMINISTRATION (MBA)****LIST OF COURSES FOR MBA PROGRAMME (2011-2013)**

Code	Title	Cr.
	<b>TRIMESTER I</b>	
MB11OTP	Organization Theory and Practice	3
MB11ECM	Economics for Management	3
MB11QTM	Quantitative Techniques for Management	3
MB11ACC	Accounting	4
MB11EXC	Executive Communication	3
	<i>Sub-Total</i>	<i>16</i>
	<b>TRIMESTER II</b>	
MB11OBH	Organizational Behaviour	3
MB11FMT	Financial Management	3
MB11MM1	Marketing Management I	3
MB11HRM	Human Resource Management	3
MB11OPM	Operations Management	3
	<i>Sub-Total</i>	<i>15</i>
	<b>TRIMESTER III</b>	
MB11MM2	Marketing Management II	3
MB11BET	Business Environment	3
MB11RMB	Research Methods for Business	3
MB11CGV	Corporate Governance and Business Ethics	3
MB11MIS	Management Information Systems	3
	<i>Sub-Total</i>	<i>15</i>
	<b>TRIMESTER IV</b>	
MB11SMT	Strategic Management	3
MB11MIP	Management in Practice	6
	Choice of Electives – 3	9
	<i>Sub-Total</i>	<i>18</i>
	<b>TRIMESTER V</b>	
MB11EES	Essentials of Entrepreneurship	3
MB11CAI	Creativity and Innovation	3
	Choice of Electives – 3	9
	<i>Sub-Total</i>	<i>15</i>
	<b>TRIMESTER VI</b>	
MB11BPD	Business Plan Development	3
MB11NVC	New Venture Creation	3
MB11TMP	Term Paper	3
	Choice of Electives – 2	6
	<i>Sub-Total</i>	<i>15</i>
	<b>TOTAL</b>	<b>94</b>

**Additional Co-Curricular Work:**

1. One-week Preterm Work at the beginning of Trimester I. The work will comprise inputs on Basics of Accounting, Basics of Quantitative Techniques for Management, Academic Standards and Requirements etc.
2. Training in use of spread sheets for Quantitative Decision Making as a part of MB11QTM course in Trimester I
3. Training in Tally package as a part of MB11ACC course in Trimester I
4. Personality Development Programme in Trimester II
5. Training in SPSS package as a part of MB11RMB course in Trimester III
6. Training in MS Office and similar Computer Skills as a part of MB11MIS course in Trimester III
7. Outbound Programme in Trimester III
8. Summer Internship between Trimesters III and IV
9. Career Counselling Programme in Trimester IV



**GRG SCHOOL OF MANAGEMENT STUDIES****MASTER OF BUSINESS ADMINISTRATION (MBA)****CURRICULUM FOR MBA PROGRAMME (2011-2013)****LIST OF ELECTIVE COURSES**

Students may 'specialise' in Financial Management, Human Resources Management or Marketing Management by completing 18 Credits (6 Courses) of Elective Courses in the chosen area / discipline and 6 Credits (2 Courses) in any other area / discipline adding up to a total of 24 credits (8 courses).

Students are expected to choose three electives in Trimester IV, two electives in Trimester V and one elective in Trimester VI in their area of specialization and one elective in other discipline in Trimester V and in Trimester VI.

Each of the Elective Courses is of 3 Credits.

**Trimester IV**

<b>Area</b>	<b>Course Code</b>	<b>Course Title</b>
Finance	MB11CST	Cost Management
	MB11MBS	Management of Banking Services
	MB11FNM	Financial Markets
	MB11MCF	Micro Finance
	MB11IFM	International Financial Management
Human Resource	MB11REC	Recruitment and Selection
	MB11TRD	Training and Development
	MB11PMS	Performance Management System
	MB11CMT	Compensation Management
	MB11ORP	Organizational Psychology
Marketing	MB11SDM	Sales and Distribution Management
	MB11CBR	Consumer Behaviour
	MB11IMC	Integrated Marketing Communication
	MB11MKR	Marketing Research
	MB11CRM	Customer Relationship Management

**Trimester V**

Finance	MB11SAP	Security Analysis and Portfolio Management
	MB11IRM	Insurance and Risk Management
	MB11MAQ	Mergers and Acquisitions
Human Resource	MB11SHR	Strategic Human Resource Management
	MB11ERM	Employee Relations Management
	MB11HSC	HRD Score Card
Marketing	MB11RTM	Retail Management
	MB11SVM	Services Marketing
	MB11SBM	Strategic Brand Management

General Management	MB11TQM	Total Quality Management
	MB11TMT	Technology Management
	MB11PRM	Project Management
	MB11SCM	Supply Chain Management
	MB11DSS	Decision Support System

### **Trimester VI**

Finance	MB11FNS	Financial Services
	MB11FND	Financial Derivatives
Human Resource	MB11IHR	International Human Resource Management
	MB11ORD	Organizational Development
Marketing	MB11RMK	Rural Marketing
	MB11IMT	International Marketing
General Management	MB11IBM	International Business and Management
	MB11BLD	Business Leadership
	MB11IEM	Indian Ethos in Management
	MB11KMT	Knowledge Management



## **SYLLABUS AND COURSE OUTLINE**

### **TRIMESTER I - COURSES**

Code	Title	Cr
MB11OTP	Organization Theory and Practice	3
MB11ECM	Economics for Management	3
MB11QTM	Quantitative Techniques for Management	3
MB11ACC	Accounting	4
MB11EXC	Executive Communication	3

Course Title: **ORGANIZATION THEORY AND PRACTICE**  
Course Code: MB11OTP  
Trimester / Credits: I / 3

### Course Objectives

This course aims to help students understand the theoretical foundation of management and organizational theory. It helps students become familiar with organization structure, design and culture.

### Course Coverage

- Management - Science, Theory and Practice
- Planning - Essentials of Planning, Management by Objectives, Strategies, Policies, Planning Premises, Decision Making
- The Nature of Organizing - Organizations and Organizational Effectiveness, Basic challenges in Organizational Design, Designing Organizational Structure, Authority and Control, Specialization and Coordination, Creating and Managing Organizational Culture (*refer Gareth Jones book*)
- Leading - Human Factors and Motivation, Leadership
- Controlling - The System and Process of Controlling, Control Techniques and Information Technology

### Pedagogy

Lectures and Discussions

### Evaluation and Grading

Individual reading, Preparation and Class participation	...	10%
Assignments	...	10%
Presentation	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### Text Book

Koontz, Harold and Weihrich, Heinz (2010). *Essentials of Management: An International Perspective*, 8/e; New Delhi: Tata McGraw Hill

### Additional Reading

1. Jones, Gareth R. (2007). *Organisational Theory, Design and Change*, 5/e; New Delhi: Pearson Education Asia
2. Hall, Richard H (2001). *Organizations – Structures, Processes and Outcomes*; New Delhi: Pearson Education

*Note: This course was designed by Mr. M. Meenakshisundaram*

Course Title: **ECONOMICS FOR MANAGEMENT**  
 Course Code: MB11ECM  
 Trimester / Credits: I / 3

### **Course Objectives**

On successful completion of the course, the students will be able to understand and recognize the opportunities and constraints of a firm operating in a market economy. It will also enhance the student's decision making skills using techniques based on economic principles.

### **Course Coverage**

#### **Micro Economics**

- Managerial Economics - Nature and Scope, Role of the managerial Economist
- Demand - Law of demand, Determinants and Types, Elasticity of demand, Demand forecasting techniques, Supply, Equilibrium Price Determination
- Cost concepts - Cost - output relationship, Economies and diseconomies of scale, Production function, Cobb-Douglas function
- Profit analysis - Profit planning and forecasting, Cost Volume Profit Analysis
- Market structure – Characteristics, Pricing and output determination under perfect competition, Monopoly, Monopolistic competition and Oligopoly
- Price Discrimination

#### **Macro Economics**

- National Income - Concepts and measurement, Business Cycle
- Inflation - Types, Causes and control
- Monetary and Fiscal Policies - Instruments
- Balance of Payments

### **Pedagogy**

Lectures and Case Discussions

### **Evaluation and Grading**

Class participation	...	10%
Case discussions	...	10%
Assignments	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Ahuja, H.L. (2010). *Managerial Economics: Analysis of Managerial Decision Making*, 4/e; New Delhi: S. Chand & Company Limited

### **Additional Reading**

1. Dean, Joel (2009). *Managerial Economics*, New Delhi: Prentice Hall
2. Varshney, R.L. and Maheswari, K.L. (2005). *Managerial Economics*, 2/e; New Delhi: Sultan Chand
3. Mehta, P.L. (2006). *Managerial Economics*, 4/e; New Delhi: Sultan Chand

*Note: This course was designed by Dr. T. Linga Murugeshwari*

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Course Title:           **QUANTITATIVE TECHNIQUES FOR MANAGEMENT**  
Course Code:           MB11QTM  
Trimester / Credits:   I / 3

### **Course Objectives**

This course is aimed at enhancing the students' understanding of various principles and applications of statistics and operation research. Students, on completion of this course, should be able to make decisions in real life business situations using these principles and tools.

### **Course coverage**

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

### **Part I – Statistics**

- Statistics - Introduction, Presentation and Analysis of Statistical Data
- Measures of Central Tendency and Location - Mean, Median, Mode, Quartiles, Deciles and Percentiles
- Measures of Dispersion - Quartile Deviation, Standard Deviation, Variance, Skewness and Kurtosis
- Probability - Simple problems
- Index numbers - CPI and WPI
- Correlation - Simple and Rank correlation
- Simple Regression

### **Part II – Operations Research**

- Operation Research - Introduction
- Linear Programming - Simplex method
- Transportation and Assignment problems
- Game Theory
- Network analysis - PERT/CPM

### **Part III: Use of MS Excel**

Solution of statistical and Operations research problems using MS Excel:

- a. Mean, Median, Mode
- b. Standard deviation, Variance
- c. Linear Programming Problem
- d. Transportation and Assignment problems

### **Pedagogy**

Lectures, Discussions and Carry Home Exercises

### **Evaluation and Grading**

Class participation	...	10%
Assignments	...	10%
Carry home exercises	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Srivastava, U.K., Shenoy, G.V., and Sharma, S.C. (2009). *Quantitative Techniques for Managerial Decision*, 2/e; New Delhi: New Age International

### **Additional Reading**

1. Levine, D. M. (2008). *Statistics for Managers Using Microsoft Excel*, 5/e; New Delhi, Prentice Hall
2. Taha, Hamdy (2007). *Operations Research: An Introduction*, 5/e; New Delhi: Pearson Education
3. Anderson, Sweeny and Williams (2007). *Quantitative Methods for Business*, New Delhi; Thomas South-Western
4. Levin, I. Richard and David, S. Rubin (2004). *Statistics for Management*, 7/e; New Delhi: Pearson Education

*Note: This course was designed by Dr. T. Linga Murugeswari*

Course Title: **ACCOUNTING**  
 Course Code: **MB11ACC**  
 Trimester / Credits: **I / 4**

### **Course Objectives**

To enable the students to learn the applications of principles and concepts of various branches of accounting and as a result the students will be able to understand, analyze and interpret the financial status of the company.

### **Course Coverage**

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



### **Financial Accounting**

- Preparation of Final accounts with adjustments, Depreciation (Straight line and Diminishing Balance Method)

### **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

### **Management Accounting**

- Financial Statements analysis and interpretation
- Fund Flow statements
- Cash Flow Statement
- Budgetary Control

*Application of Tally will be taught as part of the course.*

### **Pedagogy**

Lectures, Carry Home Exercises and Case Discussion

### **Evaluation and Grading**

Pre- reading and Class participation	...	10%
Case Discussion	...	10%
Assignments	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Maheshwari, S.N. and Maheshwari, S.K. (2009). *A Textbook of Accounting for Management*, 4<sup>th</sup> Reprint; New Delhi: Vikas Publications

### **Additional Reading**

1. Horngren, T. Charles, Gant, L. Sundem, John, A. Elliott, and Donna, R. Phibrick (2009). *Introduction to Financial accounting*, 9/e; New Delhi: Pearson Education
2. Shashi Gupta, K. and Sharma, R.K. (2008). *Management Accounting*, 11/e; New Delhi: Kalyani Publications
3. Jain, S.P. and Narang, K.L. (2002). *Cost Accounting*, 17/e; New Delhi: Kalyani Publications

*Note: This course was designed by Ms. R. Chitra*

Course Title: **EXECUTIVE COMMUNICATION**  
 Course Code: MB11EXC  
 Trimester / Credits: I / 3

### **Course Objectives**

The course would enhance students' understanding of business communication skills. After completion of the course the students would be able to communicate effectively, develop listening skills and identify the various aspects of organizational setting for business communication, plan and deliver presentations, apply techniques for adapting message to the audience, master various types of graphic aids and incorporate them and show sensitivity to ethical and intercultural communication issues.

### **Course Coverage**

- Understanding Business Communication, Importance of Communication in Business, Types of Business Communication, Media and Channels of Communication, Barriers to Effective Communication, The Importance of Feedback in Communication
- The Importance of Listening, Active and Passive Listening, Writing E-Mails and E-Mail Etiquette
- Oral Communication and Non-Verbal Communication - Kinesics (Body Language), Paralanguage, Communicative use of Time and Space, Oral and Written Communication, Communicating in Teams
- Cross-Cultural Communication
- Writing Messages – Routine and Positive Messages
- Writing Reports – Planning, Writing and Completing Reports
- Communication Technology, Business Presentations, Visual Aids for Business Presentation
- Ethics and Communication

### **Pedagogy**

Lectures, Case Discussions and Exercises

### **Evaluation and Grading**

Class participation and Classroom exercises	...	10%
Assignment and Presentations	...	10%
Case Discussions	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Bovee, Courtland L., Thill, John V. and Mukesh Chaturvedi (2011). *Business Communication Today*, 3/e; New Delhi: Pearson

**Additional Reading**

1. Ober, Scot (2009). *Contemporary Business Communication*, 5/e; New Delhi: Biztantra
2. Anjanee Sethi, and Adhikari Bhavana (2010). *Business Communication*; New Delhi: Tata McGraw-Hill

*Note: This course was designed by Ms. Vandana Madhavkumar*

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## **SYLLABUS AND COURSE OUTLINE**

### **TRIMESTER II - COURSES**

Code	Title	Cr
MB11OBH	Organizational Behaviour	3
MB11FMT	Financial Management	3
MB11MM1	Marketing Management I	3
MB11HRM	Human Resource Management	3
MB11OPM	Operations Management	3

Course Title: **ORGANIZATIONAL BEHAVIOUR**  
Course Code: MB11OBH  
Trimester / Credits: II / 3

### **Course Objectives**

This course will enable the students to understand the dynamics of individual and group behaviour and its implications to managing people at work.

### **Course Coverage**

- Organizational Behaviour - Nature and Scope, Challenges and Opportunities
- Cognitive functions - Intelligence, Creativity, Problem solving, Emotions and Emotional Intelligence
- Attitudes - Components and Functions, Job Satisfaction
- Personality - Determinants, Theories, Assessment, Personality attributes influencing OB
- Perception - Process, Errors, Implication
- Learning - Theories, Shaping
- Groups - Stages of group development, Norms, Cohesiveness, Group decision making
- Conflict - Nature, Sources, Management
- Organizational politics - Impression management and Defensive behaviour
- Organizational change - Forces for change, Resistance to change, Approaches to managing organizational change
- Organizational Development - Interventions

### **Pedagogy**

Lectures and Case Discussions

### **Evaluation and Grading**

Class participation	...	10%
Case discussions	...	10%
Assignments	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Robbins, P. Stephen, Timothy, A. Judge, and Seema Sanghi (2009). *Organizational Behavior*, 13/e; New Delhi: Pearson Education

### **Additional Reading**

1. Luthans, Fred (2008). *Organisational Behavior*, 11/e; New Delhi: Tata McGraw-Hill

2. McShane, Von Glinow and Radha R. Sharma (2008). *Organisational Behavior*, 4/e; New Delhi: Tata McGraw-Hill

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

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Course Title: **FINANCIAL MANAGEMENT**  
Course Code: MB11FMT  
Trimester / Credits: II / 3

### **Course Objectives**

The course would enable the students to learn the basic functions and concepts of Financial Management. The students can apply appropriate financial techniques for effective management of short term and long term funds.

### **Course Coverage**

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

- Financial Management - An overview, Scope of Financial Management, Objectives, Agency problem, Organisation of Finance function, Emerging role of Finance Managers in India
- Time Value of Money - Rationale, Techniques, Practical applications of Compounding and Present value techniques
- Capital Budgeting I - Principles and Techniques, Nature of Capital Budgeting, Identifying relevant cash flows, Evaluation techniques
- Capital Budgeting II - NPV, IRR, Profitability Index Methods - a comparison, Project Selection under Capital Rationing
- Concept and Measurement of Cost of Capital – Importance, Measurement of Specific Costs, Computation of Overall cost of Capital
- Working Capital Management – Overview, Nature and Planning of Working Capital
- Management of Cash and Marketable Securities - Motives for holding cash, Objectives for Cash Management, Factors determining Cash Management, Determining cash need, Cash Management basic strategies and techniques, Marketable securities
- Receivables Management - Objectives, Credit policies, Credit terms, Collection Policies
- Inventory Management - Objectives, Techniques
- Operating Leverage and Financial Leverage
- Capital Structure Theories - Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, Traditional Approach
- Dividend Decision - Dividend and Valuation, Determinants of Dividend policy

## **Pedagogy**

Lectures, Case Discussion and Carry home exercises

## **Evaluation and Grading**

Individual reading, Preparation and Class participation	...	10%
Case Discussion	...	10%
Carry home exercises	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

## **Text Book**

Khan, M.Y. and Jain, P. K. (2011). *Financial Management: Text, Problems and Cases*, 6/e; New Delhi: Tata McGraw-Hill

## **Additional Reading**

1. Sharma, R.K. and Shashi Gupta, K. (2008). *Financial Management: Theory and Practice*, 6/e; New Delhi: Kalyani Publishers
2. Pandey, I.M. (2009). *Financial Management*, 9/e; New Delhi: Vikas Publishing

*Note: This course was designed by Ms. J. Ramya*

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Course Title:           **MARKETING MANAGEMENT I**  
Course Code:           **MB11MM1**  
Trimester / Credits:   **II / 3**

## **Course Objectives**

Marketing, today, is a companywide undertaking driving the company's vision, mission and strategic planning. This course is intended to introduce to the students the fundamental principles of marketing, dynamism of the marketing environment and prepare them to make decisions in a customer and market driven environment.

## **Course Coverage**

- Defining Marketing for the 21<sup>st</sup> Century
- Developing Marketing Strategies and Plans
- Gathering Information and Scanning the Environment
- Conducting Marketing Research
- Analysing Consumer Markets
- Analysing Business Markets
- Identifying Market Segments and Targets
- Creating Brand Equity
- Crafting the Brand Positioning

## Pedagogy

Lectures, Case Discussion and Forum Discussions

## Evaluation and Grading

Quiz and Class participation	...	10%
Assignments and Marketing plan	...	10%
Case discussion and Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

## Text Book

Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha (2009). *Marketing Management: A South Asian Perspective*, 13/e; New Delhi: Pearson Education

## Additional Reading

1. Ramasamy, V. S. and Namakumari, S. (2009). *Marketing Management: Global perspective Indian Context*, 4/e; New Delhi: Macmillan India
2. Michael, J. Etzel, Bruce, J. Walker, William, J. Stanton and Ajay Pandit (2009). *Marketing Concepts and Cases*, 14/e; New Delhi: Tata McGraw-Hill

*Note: This course was designed by Mr. N. Elangovan*

Course Title: **HUMAN RESOURCE MANAGEMENT**  
 Course Code: **MB11HRM**  
 Trimester / Credits: **II / 3**

## Course Objectives

The course enables students to develop an understanding of the conceptual foundations, functions, practices and strategic role of Human Resource Management. The course aims to provide insights about how HRM strategies, initiatives and programmes contribute to competitive advantage of organizations. The course provides an overview of the HR challenges of international business and the issues in managing Global Human Resources. After completing the course students would develop a concern for the well being and comfort of human resources in an organization by emphasizing on people in work settings and enhancing employee relations.

## Course Coverage

- Introduction to Human Resource Management – HRM at work, Changing role of HRM, HR Manager's Qualifications, Labour legislation in India, Diversity Management, Strategic HRM and its role



- Recruitment and Placement: Job analysis – Steps, Methods, Job Descriptions and Job specification, Human Resource Planning and Recruiting, Planning and Forecasting
- Selection process, Types of tests, Interviewing
- Training and Development – Induction, Process and Training methods, Evaluation of training programs
- Performance Management – Introduction, Steps in Appraising, Problems and solutions, Career Management
- Compensation – Pay plans, Establishing pay rates, Incentives, Benefits and Services – Statutory and Non statutory benefits
- Managing Global Human Resources – Global differences and similarities in Human Resource Practices, Implementing Global HR System, Staffing the Global Organisation, Training and Maintaining Expatriate Employees

### **Pedagogy**

Lectures and Case Discussions

### **Evaluation and Grading**

Quiz	...	10%
Assignments and Presentations	...	10%
Case discussions and Class participation	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Dessler, Gary and Biju Varkkey (2011). *Human Resource Management*, 12/e; New Delhi: Pearson Education

### **Additional Reading**

1. Rao, V.S.P. (2005). *Human Resource Management*, 2/e; New Delhi: Excel Books
2. Aswathappa, K. (2008). *Human Resource Management*, 5/e; New Delhi: Tata McGraw-Hill
3. Ivancevich, M. John (2009). *Human Resource Management*, 10/e; New Delhi: Tata McGraw-Hill

*Note: This course was designed by Ms. Vandana Madhvkumar*

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Course Title:           **OPERATIONS MANAGEMENT**  
Course Code:           **MB11OPM**  
Trimester / Credits:   **II / 3**

## Course Objectives

This course enables students to identify various production systems, processes and inventory management techniques and develop the skills needed to make operations a competitive advantage.

## Course Coverage

- Operations Management – Introduction, Supply Chain Transformation processes, Historical Development, Current Issues
- Strategic Fit: Fitting Operational Activities to Strategy, Framework for Operations and Supply Strategy, Productivity Measurement
- Product and Service Design: Product - Design Process, Development Process, Designing for Customer, Designing Products for Manufacture and Assembly, Designing Service Products, Measuring Product Development Performance
- Process Analysis – Process flow charting, Types of processes, Measuring Process Performance, Process Throughput Time Reduction
- Manufacturing Processes - Break Even Analysis, Manufacturing Process Flow Design
- Facility Layout Formats – Work centres, Assembly lines, Project Layouts, Retail Service, Office
- Service Processes - Nature of Services, Operational classification of Services, Designing Service Organisations, Service-System design Matrix, Service designs
- Process Capability and SPC – Process Capability, Process Control Procedures, Acceptance Sampling
- Supply Chain Strategy - Measuring Supply Chain Performance, Design strategy, Outsourcing, Design for logistics, Value density, Global sourcing, Mass customisation
- Logistics and Facility Location – Issues, Decisions related to Logistics, Plant location methods, Locating service facilities
- Inventory Control – Purpose, Inventory Cost, Inventory Systems, Inventory Models
- Constraint Management

Note: Numerical Problems are not included in any of the above topics.

## Pedagogy

Lectures and Case Discussion

## Evaluation and Grading

Quiz	...	05%
Case discussion	...	05%
Assignments and Presentations	...	10%
Mini project	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

**Text Book**

Richard, B. Chase, Ravi Shankar, F. Robert, Jacobs and Nicholas, J. Aquilano (2010). *Operations and Supply Management* 12/e; New Delhi: Tata McGraw-Hill

**Additional Reading**

1. Roberta, S. Russel and Bernard, W. Taylor (2010). *Operations Management: Creating Value Along the Supply Chain*, 6/e; New Delhi: Wiley India
2. Krajewski, Lee J., Ritzman, Larry P., and Manoj K. Malhotra (2008). *Operations Management: Processes and Value Chains*, 8/e; New Delhi: Pearson Education

*Note: This course was designed by Mr. M. Senthil Nathan and Dr. B. Sripirabaa*

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## **SYLLABUS AND COURSE OUTLINE**

### **TRIMESTER III - COURSES**

Code	Title	Cr
MB11MM2	Marketing Management II	3
MB11BET	Business Environment	3
MB11RMB	Research Methods for Business	3
MB11CGV	Corporate Governance and Business Ethics	3
MB11MIS	Management Information Systems	3

Course Title: **MARKETING MANAGEMENT II**  
Course Code: MB11MM2  
Trimester / Credits: III / 3

### **Course Objectives**

After going through the fundamental principles of marketing management, this part of the course will specifically deal with the components of marketing mix. Students will be able to systematically design the market offering, price, distribution and communication strategy.

### **Course Coverage**

- Setting Product Strategy
- Designing and Managing Services
- Introducing New Market Offerings
- Developing Pricing Strategies and Programs
- Designing and Managing Integrated Marketing Channels
- Managing Retailing, Wholesaling and Logistics
- Designing and Managing Integrated Marketing Communications
- Managing Mass Communications
- Managing Personal Communications

### **Pedagogy**

Lectures, Case Discussion and Forum Discussions

### **Evaluation and Grading**

Quiz and Class participation	...	10%
Assignments	...	10%
Case discussion and Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha (2009). *Marketing Management: A South Asian Perspective*, 13/e; New Delhi: Pearson Education

### **Additional Reading**

1. Ramasamy, V.S and Namakumari, S. (2009). *Marketing Management: Global perspective Indian Context*, 4/e; New Delhi: Macmillan India
2. Michael, J. Etzel, Bruce, J. Walker, William, J. Stanton and Ajay Pandit (2009). *Marketing Concepts and Cases*, 14/e; New Delhi: Tata McGraw-Hill

*Note: This course was designed by Mr. N. Elangovan*

Course Title: **BUSINESS ENVIRONMENT**  
 Course Code: MB11BET  
 Trimester / Credits: III / 3

### Course Objectives

The course would enable the students to understand the influence of the forces in the external environment of business. Students would gain an insight into the impact of the environment on business decisions and business strategy.

### Course Coverage

- Political Environment and Economic Systems – History of economic thought and economic systems; Market economy or capitalism; Planned economy or command economy; Mixed economy
- Economic Growth and Development – Economic growth and national income; Measuring ‘development’; Measurement of poverty: Issues
- Anatomy of the Indian Economy – Overview of Indian economy; Economic reforms in India; Analysis of sectors; SWOT analysis of Indian economy
- Globalisation and Business Environment – Meaning and scope of globalisation; Phases and indicators of globalisation; Sector-wise analysis of global business environment
- Privatisation: Problems and Prospects
- Technological Environment of Business – Role of information technology; Remote banking; Technology implementation for card-based business; Technology and bank’s strategies; Effect of technology on risks in banking; Delivery channels and channel migration
- Legal Environment of Business – Contract Law; Company Law; Indian Legal System (*refer Pathak’s book*)
- Global Outsourcing – Introduction; Business Process Outsourcing; the outsourcing debate
- Social Environment in India and China – Social environment; Poverty and poverty alleviation programmes; Labour and employment; Women in work place; Child labour; Education; Health, Population and Family welfare

### Pedagogy

Lectures, Assignments and Case Discussions

### Evaluation and Grading

Individual reading, Preparation and Class participation	...	10%
Assignments	...	10%
Case discussions	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Paul, Justin (2010). *Business Environment: Text and Cases*, 3/e; New Delhi: Tata McGraw-Hill

### **Additional Reading**

1. Palmer, Adrian and Bob Hartley (2008). *Business Environment*; New Delhi; Prentice Hall
2. Pillai, R.S.N. and Bagavathi, (2011). *Legal Aspects of Business*; New Delhi: S. Chand
3. Akhileshwar Pathak (2008). *Legal Aspects of Business*, 4/e; New Delhi: Tata McGraw-Hill

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

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Course Title:           **RESEARCH METHODS FOR BUSINESS**  
Course Code:           MB11RMB  
Trimester / Credits:   III / 3

### **Course Objectives**

The course would enable the students to understand the various research methods that can be applied in all aspects of business. Students would gain insight in to the research process, designing of survey instruments, sampling design, applying statistical tools to analyze data and presenting the research.

### **Course Coverage**

- Introduction, Types of research, Scientific method, Identifying and formulating research problem
- The research process, Design strategies, Sampling design, Measurement and scaling techniques
- Types and sources of data, Tools for data collection, Constructing and refining questionnaires
- Data preparation and description, Exploratory data analysis, Cross tabulation, Chi Square test, Hypothesis testing, Correlation, Regression, One way and two way ANOVA, Factor Analysis, Cluster analysis, Discriminant analysis and Non Parametric tests
- Components of Research Report, Report writing, Presentation of statistics and graphics, oral presentation

*Application of SPSS will be taught as part of the course.*

Note: Numerical Problems are not included in any of the above topics

**Pedagogy**

Lectures and Class room exercises

**Evaluation and Grading**

Quiz	...	05%
Classroom exercises	...	05%
Assignments	...	10%
Mini projects	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

**Text Book**

Cooper, R. Donald and Pamela, S. Schindler (2009). *Business Research Methods*, 9/e; New Delhi: Tata McGraw-Hill

**Additional Reading**

1. Uma Sekaran, (2009). *Research Methods for Business – A Skill Building Approach*, 4/e; New Delhi: Wiley India
2. Krishnaswamy, K. N., Appa Iyer Sivakumar and Mathirajan, M. (2009). *Management Research Methodology*, New Delhi: Pearson Education
3. Nandagopal R., Arul Rajan K. and Vivek N. (2007). *Research Methods in Business*, 2/e; New Delhi: Excel Books

*Note: This course was designed by Dr. J. Anitha and Dr. B. Sripirabaa*

Course Title: **CORPORATE GOVERNANCE AND BUSINESS ETHICS**  
 Course Code: MB11CGV  
 Trimester / 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.

**Course Coverage**

- Corporate Governance - Introduction, History and Concept
- Overview, Principles and issues
- Decision System, Corporate Capital, Performance Monitoring System - Mechanism and Control
- Systemic problem of Corporate Governance
- CSR and Corporate Governance – Relevance, Importance and Benefits
- Codes, Guidelines, Rules and Regulations



- International Corporate Governance
- Corporate Governance in leading Indian Companies

### **Pedagogy**

Lectures and Case Discussions

### **Evaluation and Grading**

Quiz and Objective tests	...	10%
Assignments	...	10%
Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Swami Parthasarathy (2007). *Corporate Governance*, New Delhi: Biztantra

### **Additional Reading**

1. Singh, S. (2005). *Corporate Governance*, New Delhi: Excel Books
2. Kesho, Prasad (2006). *Corporate Governance*, New Delhi: Prentice Hall India

*Note: This course was designed by Ms. Gita Srivatsan*

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Course Title:           **MANAGEMENT INFORMATION SYSTEMS**  
Course Code:           **MB11MIS**  
Trimester / Credits:   **III / 3**

### **Course Objectives**

The objective of the course is to develop an understanding of the information technology infrastructure and Information Systems (IS) management framework of E-business. After going through the course the students will be able to identify the different components of information system and technologies and to manage them.

### **Course Coverage**

- Foundations of Information Systems in Business
- Competing with information technology - Using IT for strategic advantage
- End user Application software in business
- Information system in business - Classification
- Operations support systems - TPS, PCS, ECS
- Management Support Systems - MIS, DSS, ESS
- Electronic business systems - Functional Business systems, Cross-Functional systems

- Enterprise business systems - CRM, ERP and SCM
- Electronic commerce systems - Fundamentals and Application issues
- Security and ethical issues

### **Pedagogy**

Lectures, Case Discussion and Online and Off Line Exercises

### **Evaluation and Grading**

Class exercises and Class participation	...	10%
Assignments	...	10%
Case discussion	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

O'Brien, A. James and George, M. Marakas (2010). *Management Information Systems*, 9/e; New Delhi: Tata McGraw-Hill

### **Additional Reading**

1. Laudon, C. Kenneth and Laudon, P. Jane (2007). *Management Information System - Managing the Digital Firm*, 9/e; New Delhi: Prentice Hall
2. Efraim Turban and Linda Volonino (2010). *Information Technology for Management - Transforming Organizations in the Digital Economy*, 7/e; New Delhi: Wiley India

*Note: This course was designed by Mr. N. Elangovan and Ms. S. Sathyapriya*

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## **SYLLABUS AND COURSE OUTLINE**

### **TRIMESTER IV - COURSES**

Code	Title	Cr
MB11SMT	Strategic Management	3
MB11MIP	Management in Practice	6
	Choice of Electives – 3	9

Course Title: **STRATEGIC MANAGEMENT**  
Course Code: MB11SMT  
Trimester / Credits: IV / 3

### **Course Objectives**

The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations. Students would be able to analyze the internal and external environment of business and be able to devise strategic approaches to managing a business successfully in a global context.

### **Course Coverage**

#### **Overview of Strategic Management**

- Chapter 1: Strategic Management

#### **Strategy Formulation**

- Chapter 2: Company Mission
- Chapter 4: The External Environment
- Chapter 5: The Global Environment
- Chapter 6: Internal Analysis
- Chapter 7: Long-Term Objectives and Strategies
- Chapter 8: Business Strategy
- Chapter 9: Multi-business Strategy

#### **Strategy Implementation and Control**

- Chapter 10: Implementation
- Chapter 11: Organizational Structure
- Chapter 12: Leadership and Culture
- Chapter 13: Control

### **Pedagogy**

Classroom Lectures and Case Discussions

### **Evaluation and Grading**

Assignments/ Quiz	...	10%
Case discussions	...	20%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

John A. Pearce, Richard B. Robinson, Amita Mital, (2008). *Strategic Management: Formulation, Implementation and Control*, 10/e (Special Indian Edition); New Delhi: Tata McGraw-Hill

### **Additional Reading**

1. Thomas L. Wheelen and David L. Hunger, *Strategic Management and Business Policy*, 11/e; New Delhi: Pearson Education Asia
2. Charles W.L. Hill and Gareth R. Jones (2009). *Strategic Management: An Integrated Approach*; New Delhi: Wiley India

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

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Course Title:           **MANAGEMENT IN PRACTICE**  
Course Code:           MB11MIP  
Trimester / Credits:   IV / 6

### **Course Objective**

Management in Practice provides an opportunity for students to gain an exposure to organizations, observe their managerial functions, and gain an understanding of the complex managerial decision-making process.

### **Pedagogy**

Based on their observation in the organization or discussion with the industry guide/faculty guide students may identify a topic of concern / an area of research. During the period of their work in the organization students will collect relevant information and data. After reporting back to the institution, during trimester IV students will continue working on the topic of concern/research work and submit a report at the end of trimester IV and subsequently appear for a viva-voce.

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## **SYLLABUS AND COURSE OUTLINE**

### **TRIMESTER V - COURSES**

Code	Title	Cr
MB11EES	Essentials of Entrepreneurship	3
MB11CAI	Creativity and Innovation	3
	Choice of Electives – 3	9



Course Title: **ESSENTIALS OF ENTREPRENEURSHIP**  
Course Code: MB11EES  
Trimester / Credits: V / 3

### **Course Objectives**

To enable students to understand the concept of entrepreneurship, entrepreneurial competencies and the stages in business development process

### **Course Coverage**

- Chapter 1: The Nature and Importance of Entrepreneurs
- Chapter 2: The Entrepreneurial and Intrapreneurial Mind
- Chapter 3: The Individual Entrepreneur
- Chapter 4: International Entrepreneurship Opportunities
- Chapter 6: Legal Issues for the Entrepreneur
- Chapter 13: Entrepreneurial Strategy: Generating and Exploiting New Entries
- Chapter 14: Strategies for Growth and Managing the Implications of Growth
- Chapter 15: Accessing Resources for Growth from External Sources

### **Pedagogy**

Lectures and Class Discussions

### **Evaluation and Grading**

Class participation	...	10%
Research tasks	...	10%
Field projects	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Hisrich, Robert D., Michael P. Peters, and Dean A. Shepherd (2010). *Entrepreneurship*, 6/e, 11<sup>th</sup> Reprint; New Delhi: Tata McGraw-Hill

### **Additional Reading**

1. Thomas W. Zimmerer and Norman M. Scarborough with Doug Wilson (2009). *Essentials of Entrepreneurship and Small Business Management*, 5/e; New Delhi: Prentice Hall India
2. Vasant Desai (2007). *Dynamics of Entrepreneurial Development and Management*, Millennium Edition; Mumbai: Himalaya Publishing

*Note: This course was designed by Ms. R. Chitra*

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Course Title: **CREATIVITY AND INNOVATION**  
 Course Code: MB11CAI  
 Trimester / Credits: V / 3

### **Course Objectives**

This course is designed to help the students to understand how they can draw from their own creative skills to be innovative, entrepreneurial or “intrapreneurial” (corporate) venture. This course will enable students to identify various sources of ideas, discuss methods of generating new venture ideas and inculcate techniques for creative problem solving.

### **Course Coverage**

- Creativity and Innovation – Introduction
- Thinking Styles, Lateral, Divergent, Convergent Thinking, 6 Thinking Hats
- Radiant Thinking - Mind Mapping and Morphological mind mapping Techniques.
- Individual and group techniques for creativity
- Generating Ideas – Brain storming, Nominal and Delphi Techniques
- Question checklist, Attribute changing, Morphological analysis, SCAMPER
- Measuring Ideas and Innovation
- Creative problem solving
- Enhancing Creative persona
- Creating Creative climate
- Creativity in Business - Product Creativity, Process Creativity,
- Service Creativity and Strategic Creativity

### **Pedagogy**

Lectures, Class Discussions and Individual and Group Exercises

### **Evaluation and Grading**

Class participation	...	10%
Quiz and Mental gym	...	30%
Individual and Group exercises	...	40%
Presentations	...	20%

### **Textbook**

Pradip N. Khandwalla, (2009). *Lifelong Creativity – An Unending Quest*; New Delhi: Tata McGraw-Hill

### **Additional Reading**

1. Drucker, Peter F. (2007). *Innovation and Entrepreneurship*; UK: Elsevier
2. Bessant, John and Joe, Tidd (2007). *Innovation and Entrepreneurship*; UK: John Wiley

3. Pearce, John A., Richard B. Robinson, and Amita Mital (2008). *Strategic Management: Formulation, Implementation and Control*, 10/e; New Delhi: Tata McGraw-Hill
4. Promod Batra, and Vijay Batra. (2008). *Brainstorming For Creativity and Innovation*, 2/e; New Delhi: Macmillan India Ltd.

*Note: This course was designed by Mr. N. Elangovan*

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## **SYLLABUS AND COURSE OUTLINE**

### **TRIMESTER VI - COURSES**

Code	Title	Cr
MB11BPD	Business Plan Development	3
MB11NVC	New Venture Creation	3
MB11TMP	Term Paper	3
	Choice of Electives – 2	6

Course Title: **BUSINESS PLAN DEVELOPMENT**  
Course Code: MB11BPD  
Trimester / Credits: VI / 3

### Course Objectives

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.

### Course Coverage

- **Starting the Process - Chapter 1 to 3** – The Successful Business, Getting Your Plan Started, Making Your Plan Compelling.
- **Business Plan Components - Chapter 4 to 17** – 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 Organization, Community Involvement and Social Responsibility, Development, Milestones and Exit Plan, The Financials, The Plan's Appendix
- **Putting the Plan to Work - Chapter 18 to 22** – Preparing P, 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
- **Special Considerations - Chapter 23 to 27** – Considerations for Internet, 'e-business', Considerations for Retailers, Considerations for Manufacturers, Considerations for Service Businesses, Business Planning in a Weak (or Strong) Economy

*Students will understand the requirements of a Business Plan as above and develop a Plan and submit a report at the end of the course and make a presentation of the same.*

### Pedagogy

Discussion on Sample Plans and Class Exercises

### Evaluation and Grading

Class participation	...	10%
Quiz	...	20%
Individual and Group exercises	...	40%
Report and Presentation	...	30%

### Text Book

Abrams, Rhonda (2009). *The Successful Business Plan – Secrets & Strategies*, 4/e; New Delhi: Prentice Hall India

**Additional Reading**

1. Prasanna Chandra (2009). *Projects – Planning, Analysis, Selection, Financing, Implementation and Review*, 7/e; New Delhi: Tata McGraw-Hill
2. Hisrich, Robert D., Michael P. Peters and Dean A. Shepherd (2009). *Entrepreneurship*, 6/e; New Delhi: Tata McGraw-Hill

*Note: This course was designed by Ms. R. Chitra*

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Course Title: **NEW VENTURE CREATION**  
 Course Code: MB11NVC  
 Trimester / Credits: VI/ 3

**Course Objectives**

To enable students to acquire knowledge and skills that help them analyze their competencies, identify and screen opportunities and evaluate business ideas for investment.

**Course Coverage**

- Chapter 1: Crafting a Personal Entrepreneurial Strategy
- Chapter 3: The Entrepreneurial Process
- Chapter 4: The Opportunity: Creating, Shaping, Recognizing, Seizing
- Chapter 5: Screening Venture Opportunities
- Chapter 7: The Entrepreneurial Manager
- Chapter 8: The New Venture Team
- Chapter 9: Personal Ethics and the Entrepreneur
- Chapter 12: Entrepreneurial Finance
- Chapter 13: Obtaining Venture and Growth Capital

**Pedagogy**

Lectures, Case Discussions and Class Exercises

**Evaluation and Grading**

Class Participation	...	10%
Class exercises and Presentations	...	10%
Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

**Text Book**

Timmons, Jeffry A. and Stephen Spinelli (2009). *New Venture Creation - Entrepreneurship for the 21<sup>st</sup> Century*, 7/e; New Delhi: Tata McGraw-Hill

### **Additional Reading**

1. Prasanna Chandra (2009). *Projects – Planning, Analysis, Selection, Financing, Implementation and Review*, 7/e; New Delhi: Tata McGraw-Hill
2. Zimmerer, Thomas W. and Norman, M. Scarborough with Doug Wilson (2009). *Essentials of Entrepreneurship and Small Business Management*, 5/e; New Delhi: Prentice Hall India

*Note: This course was designed by Ms. R. Chitra*

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Course Title: **TERM PAPER**  
Course Code: **MB11TMP**  
Trimester/Credits: **VI / 3**

### **Course Objective**

The objective of the Term Paper is to facilitate students to identify a contemporary issue in a sector/company and conduct a critical analysis of the same or gain a deep insight in to one of the company/industry sectors/verticals/domains. It provides students with an opportunity to understand the Business Environment and the influence of the diverse factors in the environment on a company/sector and the response of the company/sector to the same.

### **Pedagogy**

Students will, under the supervision of a faculty mentor, work on collection of information, on a continuous basis, about a company/industry sectors/verticals or domains. Term Paper also enables students to make an in-depth study of an entrepreneur/leader/book and identify his/her contributions to the field of management and the business strategies/creativity/innovativeness/uniqueness/leadership qualities adopted/exhibited by them. Students are expected to submit a report and make a presentation of the same.

Term paper would be of 100 marks which would be apportioned as 20 marks for the clarity in understanding of the issue or the business environment of the sector/company/personality/book, 50 marks for review, reporting and presentation to the faculty group and 30 marks for report and final presentation which will be evaluated by a team of faculty.

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**ELECTIVES IN FINANCE AREA**

MB11CST	Cost Management
MB11MBS	Management of Banking Services
MB11FNM	Financial Markets
MB11MCF	Micro Finance
MB11IFM	International Financial Management
MB11SAP	Security Analysis and Portfolio Management
MB11IRM	Insurance and Risk Management
MB11MAQ	Mergers and Acquisitions
MB11FNS	Financial Services
MB11FND	Financial Derivatives



Course Title: **COST MANAGEMENT**  
Course Code: **MB11CST**  
Credits: **3**

### **Course Objectives**

The course would enable the students to understand the basic concepts and tools of cost management system. The students will gain knowledge on how to apply these tools to manage various cost involved in business.

### **Course Coverage**

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

- Introduction to Cost Management
- Basic Cost Management Concepts
- Cost Behaviour
- Activity- Based Costing
- Product and Service costing- Job- order system , Process Systems Approach
- Allocating costs of Support Departments and Joint Products
- Standard Costing - A Functional - Based Control Approach ( Numerical Exercises in Material and Labour Costing)
- Decentralization - Responsibility Accounting, Performance Evaluation and Transfer Pricing
- Strategic Cost Management
- Activity-Based Management
- The Balanced Scorecard - Strategic-Based Control
- Activity Resource Usage Model and Tactical Decision Making
- Pricing and Profitability Analysis

### **Pedagogy**

Lectures, Case Discussion and Numerical Exercises

### **Evaluation and Grading**

Class participation	...	10%
Case discussion	...	10%
Numerical exercises	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Liming Guan, Don R. Hansen, and Maryanne M. Mowen (2009). *Cost Management*, New Delhi: Cengage Learning India Edition

**Additional Reading**

1. Leslie G. Eldenburg and Susan K. Wolcott (2009). *Cost Management: Measuring, Monitoring and Motivating Performance*, Wiley
2. Edward J. Blocher, Kung H. Chen, Gary Cokins, and Thomas W. Lin (2008). *Cost Management: A Strategic Emphasis*, 3/e; New Delhi: Tata McGraw-Hill

*Note: This course was designed by Ms. R. Chitra*

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Course Title: **MANAGEMENT OF BANKING SERVICES**  
 Course Code: **MB11MBS**  
 Credit: **3**

**Course Objective**

The course will enable students to understand the basic tenets of banking industry, to recognise risks and take decisions to achieve the most critical risk-return trade-off.

**Course Coverage**

- Managing Banking and Financial Service - Current Issues and Future challenges
- Monetary policy – Implications for Bank Management - Basic concepts
- Bank's Financial Statements - Basic concepts, Financial Statements of Banks operating in India, Analysing Banks Financial Statement
- Sources of Bank Funds - Basic concepts, Bank Liabilities – Deposits, Bank Liabilities – Non-Deposit Sources
- Uses of Bank Funds – Lending Function - Basic concepts, The Credit Process, Different types of Loans and their features
- Banks in India – Credit Delivery and Legal aspects of Lending
- Credit Monitoring, Sickness and Rehabilitation
- Managing Credit Risk – An Overview - Basic concepts, Measuring Credit Risk- Introduction to some popular Credit Risk models
- Uses of Bank Funds – Investments - Basic concepts, Measuring Market Risk with VaR, Banks investment portfolio in India
- Risk Management in Banks - The Changing Face of Banking Risk, Asset Liability Management, Interest Rate Risk Management, Liquidity Risk Management
- Banking Functions, Retail Banking and Laws in Everyday Banking - Basic concepts, Retail Banking-Nature and Scope
- High-Tech Banking – E-Payment systems and Electronic Banking

**Pedagogy**

Lectures and Case Discussion

**Evaluation and Grading**

Individual reading and Class participation ... 10%

Case discussion	...	10%
Assignment and Presentation	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Padmalatha Suresh, Justin Paul, (2010). *Management of Banking and Financial Services*, 2/e; New Delhi: Pearson Education

### **Additional Reading**

1. Vijayaraghavan Iyengar, G. (2009). *Introduction to Banking*, 1/e; New Delhi: Excel Books
2. Joshi and Joshi (2009). *Managing Indian Banks*, 3/e; New Delhi: Tata McGraw-Hill

*Note: This course was designed by Ms. J. Ramya*

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Course Title: **FINANCIAL MARKETS**  
Course Code: MB11FNM  
Credits: 3

### **Course Objectives**

The course would enable the students to get better understanding on financial innovations in terms of products and instruments in money market and capital market. It also helps the students to apply modern technologies to deal with the instruments in financial market.

### **Course Coverage**

- Financial Markets – An Overview
- **Money Market**
  - Functions and essentials of developed money market
  - Call money market
  - Commercial paper market
  - Commercial bill market
  - Certificate of deposit market
  - Treasury bill market
  - Government or Gilt - edged securities market
- **Capital Market**
  - Functions, Evolution and Growth
  - Capital Market Instruments
  - Capital Market Reforms
  - New Issue Market – A conceptual frame work
  - Stock Exchange – An overview
  - Over – the – Counter Exchange of India Limited (OTCEI)

- Indian Stock Exchanges: BSE, NSE
- Security listing
- Securities Contract (Regulations) Act 1956
- SEBI - Regulations and functions

### **Pedagogy**

Lectures and Quiz

### **Evaluation and Grading**

Individual reading and Class participation	...	10%
Assignment and Presentation	...	10%
Quiz	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

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

### **Additional Reading**

1. Fabbozzi, J. Frank and Modigliani, Franco (2007). *Capital Markets*, 3/e: New Delhi: Prentice Hall
2. Bhole, L.M. (2008). *Financial Institutions and Markets*, 4/e: New Delhi: Tata McGraw-Hill

*Note: This course was designed by Ms. R. Savitha*

Course Title: **MICRO FINANCE**  
 Course Code: MB11MCF  
 Credits: 3

### **Course Objective**

The course would enable the students to understand that Micro – finance as a tool for social and rural development. Students would gain knowledge and ability to manage various credit lending models used not only in India but also across the world.

### **Course Coverage**

- Micro Finance Products and Services
- Supply, Intermediation and Regulations of Micro finance
- Micro Finance Credit Lending Models
- Risks in Micro Finance Institutions
- Social Rating, Credit Rating and Impact Assessment in Micro finance

- Strategies for Sustainability
- Micro finance and Development

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Pre reading and Class participation	...	10%
Mini project	...	10%
Case discussion	...	10%
Mid Trimester Examination	...	20%
End- Trimester Examination	...	50%

### **Text Book**

Panda, Debadutta K. (2009). *Understanding Microfinance*, 1/e; New Delhi: Wiley India

### **Additional Reading**

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. R. Savitha*

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Course Title: **INTERNATIONAL FINANCIAL MANAGEMENT**  
Course Code: MB11IFM  
Credits: 3

### **Course Objectives**

This Course is expected to enable the students to learn the basic concepts, principles and functions in International Financial Management and to provide them a basic framework for making corporate financial decisions in an international context.

### **Course Coverage**

- Financial Management in a Global Context - The Finance Function, The Emerging Challenges, Recent Changes in Global Financial Markets
- The Nature and Measurement of Exposure and Risk – Exposure and Risk: A Formal Approach, Classification of Foreign Exchange Exposure and Risk, Exchange Rates, Interest Rates, Inflation Rates and Exposure, Interest Rate Exposure and Risk

- The International Monetary System - Exchange Rate Regimes, International Monetary Fund (IMF), The Economic and Monetary Union (EMU)
- Global Financial Markets and Interest Rates - Domestic and Offshore Markets, Euro Markets, An overview of Money Market Instruments
- The Foreign Exchange Market - Structure of the Foreign Exchange Market, Types of transactions and settlement dates
- Currency and Interest Rate Futures
- Currency Options - Options on Spot, Options on Futures and Futures Style Options - Options Terminology
- Exchange Rate Determination and Forecasting
- Short term Financial Management in a Multinational Corporation
- Long Term Borrowing in the Global Capital Markets

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Pre reading and Class participation	...	10%
Assignments	...	10%
Case discussion	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Apte, P.G. (2009). *International Financial Management*, 5/e; New Delhi: Tata McGraw-Hill

### **Additional Reading**

1. Shapiro, Alan C. (2009). *Multinational Financial Management*, 8/e; New Delhi: Wiley India
2. Jain, P.K., Josette, Peyrard, and Surendra, S. Yadav (2008). *International Financial Management*; New Delhi: Macmillan India

*Note: This course was designed by Dr. T. Linga Murugeswari and Ms. J. Ramya*

Course Title: **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
 Course Code: MB11SAP  
 Credits: 3

## Course Objectives

The course would enable the students to evaluate the performance of security portfolio and to measure the risk and return associated in a portfolio. Students can also carry out security market analysis to plan any investments

## Course Coverage

- Introduction to securities, Investment Process, Investment categories
- Risk and Return, Security Returns, Systematic risk and Unsystematic risk
- Economic Analysis and Forecasting Techniques
- Industry Analysis - Industry Classification and Industry Life Cycle
- Company Analysis - Internal and External Information
- Technical Analysis - Dow Theory and Market Indicators
- Efficient Market Theory - Efficient Market Hypothesis and Random Walk Theory
- Portfolio Selection - Selecting the “Best Portfolio”
- Capital Asset Pricing Model

## Pedagogy

Lectures, Exercises and Case Discussion

## Evaluation and Grading

Pre reading and Class participation	...	10%
Case discussion	...	10%
Exercises	...	10%
Mid Trimester Examination	...	20%
End- Trimester Examination	...	50%

## Text Book

Fischer, E. Donald and Ronald, J. Jordan (2008). *Security Analysis and Portfolio Management*, 6/e; Pearson Education

## Additional Reading

1. Prasanna Chandra, (2009). *Investment Analysis and Portfolio Management*, 3/e: New Delhi: Tata McGraw-Hill
2. Cottle, Sidmey and Roger. F. Murray (2002). *Security Analysis*, 5/e: New Delhi: Tata McGraw-Hill

*Note: This course was designed by Ms. R. Chitra*

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Course Title:	<b>INSURANCE AND RISK MANAGEMENT</b>
Course Code:	<b>MB11IRM</b>
Credits:	<b>3</b>

## Course Objectives

The course enables the students to learn the basic risk management and insurance principles. It will enhance student's ability to recognize the risk faced by individuals and corporate by identifying the suitable insurance coverage.

## Course Coverage

- Introduction to Insurance Sector in India
- Introduction to Risk Management
- Risks in our Society, Insurance and Risk
- Changing the scope of Risk management
- Fundamental legal principles of Insurance
- Analysis of Insurance contracts
- IRDA - Guidelines and Functions
- Homeowners Insurance
- Automobile Insurance
- Other Property and Liability Insurance coverage
- Commercial Property Insurance, Commercial Liability Insurance
- Life Insurance and Contractual Provisions

## Pedagogy

Lectures and Case Discussion

## Evaluation and Grading

Pre reading and Class participation	...	10%
Case discussion	...	10%
Mini project	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

## Text Book

Rejda, E. George, (2011). *Principles of Risk Management and Insurance*, 10/e; Pearson Education

## Additional Reading

1. Scott, E. Harrington and Gregory R.N. Niehaus (2007). *Risk Management & Insurance*, 2/e; New Delhi: Tata McGraw-Hill
2. Gupta, P.K. (2004). *Insurance and Risk Management*; Mumbai: Himalaya Publishing

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



Course Title: **MERGERS AND ACQUISITIONS**  
Course Code: **MB11MAQ**  
Credits: **3**

### **Course Objectives**

The course would enable the students to understand the conceptual, regulatory and legal aspects involved in business combinations and expose the students to get a practical framework for managerial decision – making in the context of Mergers and Acquisitions.

### **Course Coverage**

- Mergers and Acquisitions - Trends
- Perspectives on Mergers and Acquisitions
- Theories of Merger
- Mergers and Acquisitions - Types and Characteristics
- Mergers and Acquisitions - Due Diligence
- Negotiation, Deal Structuring and Methods of Payment in Mergers and Acquisitions
- Mergers and Acquisitions - Valuation
- Accounting for Mergers
- Corporate Restructuring
- Corporate Control Mechanism and Takeover Defences
- Post – Merger Integration
- Regulatory Framework of Mergers and Acquisitions

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Pre-reading and Class participation	...	10%
Case discussion	...	10%
Assignment and Presentation	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Rajesh Kumar, B (2011). *Mergers and Acquisitions Text and Cases*, 1/e; New Delhi: Tata McGraw Hill

### **Additional Reading**

1. Kevin, K. Boeh and Paul, W. Bearnish (2008). *Mergers and Acquisitions - Text and Cases*; New Delhi: Sage Publications

2. Kamal Ghosh Ray, (2010). *Mergers and Acquisitions- Strategy, Valuation and Integration*; New Delhi: PHI Learning

*Note: This course was designed by Ms. R. Savitha*

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Course Title: **FINANCIAL SERVICES**  
 Course Code: MB11FNS  
 Credits: 3

### **Course Objectives**

The course would enable the students to get a detailed understanding about the package of financial services and its impact on Indian Financial System. Students can select a suitable financial service for their career choice and would enable them to manage financial need in any business.

### **Course Coverage**

- Financial Services - Concept and Functions
- Growth of Financial Services in India
- Leasing - Theoretical and Regulatory framework
- Hire Purchase Finance and Consumer credit
- Factoring and Bill Discounting
- Venture Capital Finance
- Mutual funds - Operational structure - Role of AMC
- Issue management - Intermediaries
- Forms of Corporate restructuring
- Stock broking and Depository system
- Credit Rating

Note: Numerical Problems are not included in any of the above topics.

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Pre reading and Class participation	...	10%
Assignment and Presentation	...	10%
Case discussion	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Khan, M.Y. (2010). *Financial Services*, 5/e; New Delhi: Tata McGraw-Hill

### **Additional reading**

1. Shanmugam, R. (2010). *Financial Services*, New Delhi: Wiley India
2. Bhalla, V.K. (2008). *Management of Financial Services*, 4/e; Anmol Publications

*Note: This course was designed by Ms. R. Savitha*

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Course Title: **FINANCIAL DERIVATIVES**  
Course Code: MB11FND  
Credits: 3

### **Course Objectives**

This course would introduce the concept of derivatives and develop a basic understanding of valuing derivative instruments. It also helps to acquire a working knowledge by using basic pricing models for real time applications.

### **Course Coverage**

- Introduction to Derivatives
- Forward and Futures Market
- Costs and Benefits of hedging
- Option and their payoff
- Option market
- Binomial Option Pricing model
- Black –Scholes Option pricing model
- Uses of Options
- Exotic Options
- Warrants and Convertibles

Note: Numerical Exercises are not included in any of the above topics.

### **Pedagogy**

Lectures and Exercises

### **Evaluation and Grading**

Class participation	...	10%
Assignment	...	10%
Exercises	...	10%
Mid Trimester Examinations	...	20%
End Trimester Examination	...	50%

**Text Book**

Jayanth Rama Varma, (2008). *Derivatives and Risk Management*, New Delhi: Tata McGraw-Hill

**Additional Reading**

1. Hull, John C. and Sankarshan, Basu (2010). *Options, Futures and other Derivatives*, 7/e: Pearson Education
2. Sunil, K Parameswaran,. (2010). *Futures and Options - Concepts and Applications*; New Delhi: Tata McGraw-Hill

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

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**ELECTIVES IN HR AREA**

MB11RES	Recruitment and Selection
MB11TRD	Training and Development
MB11PMS	Performance Management Systems
MB11CMT	Compensation Management
MB11ORP	Organizational Psychology
MB11SHR	Strategic Human Resources Management
MB11ERM	Employee Relations Management
MB11HSC	HRD Score Card
MB11IHR	International Human Resource Management
MB11ORD	Organizational Development

Course Title: **RECRUITMENT AND SELECTION**  
Course Code: MB11RES  
Credits: 3

### **Course Objectives**

This course would enable the students to gain an in-depth understanding of the methods and techniques of the employment process and make choice of the appropriate method.

### **Course Coverage**

- Overview of Recruitment and Selection
- Managing the Process of Selection - Strategy, Management, Systems and Support, Tools and Techniques
- Finding People - Defining the requirements, Role Analysis, Choosing and Attracting People
- Choosing People - Screening, Interviewing, Psychological Testing, Graphology, Assessment Centres
- Decision Making - Checks and Offers, Equal Opportunities and Discrimination, Induction
- Measurement and Evaluation

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Case discussion	...	10%
Assignments and Presentation	...	10%
Mini project	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Roberts, Gareth (2010). *Recruitment and Selection*, Mumbai: Jaico Publishing House

### **Additional Reading**

1. Arthur, Diane (2008). *Recruiting, Interviewing, Selecting & Orienting New Employees*, 4/e; New Delhi: PHI Learning Private limited
2. Berry, M. Lilly (2004). *Employee Selection*; Chennai: Thomson Wadsworth

*Note: This course was designed by Dr. B. Sripirabaa and Dr. J. Anitha*

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Course Title: **TRAINING AND DEVELOPMENT**  
 Course Code: MB11TRD  
 Credits: 3

### **Course Objectives**

The course would enable the students to understand the modus operandi of training needs assessment, design, implementation and evaluation of training programs. Students would gain insight in to the training process and design training programs based on the training needs.

### **Course Coverage**

- Overview, Opportunities and Challenges for Training, Training Objectives
- Strategic Planning, OD, Strategy and Training
- Learning, Social Learning Theory, Aligning Training Design with Learning Process
- Organizational Performance Gaps, Training Need Analysis - Model, Framework, Approaches
- Training Design
- Training Methods
- Transfer of Training
- Evaluation of Training
- Areas of Organizational Training – Orientation, Diversity, Team, Safety, Cultural
- Management Development

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Quiz	...	05%
Case discussion	...	05%
Assignments and Presentations	...	10%
Mini project	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Blanchard, P. Nick and James, W. Thacker (2009). *Effective Training Systems, Strategies and Practices*, 3/e; New Delhi: Pearson Education

### **Additional Reading**

1. Noe, A. Raymond (2008). *Employee Training and Development*, 4/e; New Delhi: Tata McGraw-Hill



2. Goldstein, I. L. and Ford, J. K. (2008). *Training in Organizations*, 4/e; New Delhi, Cengage Learning
3. Janakiram, B. 2007. *Training and Development*; New Delhi: Biztantra

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

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Course Title: **PERFORMANCE MANAGEMENT SYSTEM**  
Course Code: MB11PMS  
Credits: 3

### **Course Objectives**

The course is intended to make the students understand the concepts, functions and process of Performance Management System from a contemporary perspective. It will enable them to know the bottlenecks and appropriate strategies to implement in an organization that will focus on employee development and team performance. It also helps them to appreciate the practice from an ethical perspective that helps in maintaining the credibility of the system.

### **Course Coverage**

- Performance Management – Concept, Characteristics, Objectives, Principles, Importance, Determinants of Job Performance
- Performance Management system – Overview, Objectives, Functions, Characteristics, Competency based Performance Management System, Performance Counselling
- Performance Management Process – Planning, Managing, Performance Appraisal, Monitoring
- Implementation of Performance Management System, High Performance teams, Reward systems, Performance Management and Employee Development
- Performance Management Skills – Coaching, Role of HR in Performance Management
- Ethics in Performance Management
- Performance Management in MNCs

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Quiz	...	05%
Assignments and Presentations	...	15%
Case discussion	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

**Text Book**

Kohli, A.S. and Deb, T. (2009). *Performance Management*, 2/e; New Delhi: Jaico Publishing

**Additional Reading**

1. Herman, Aguinis (2009). *Performance Management*, 2/e; Pearson Education, New Delhi
2. Rao, T.V. (2008). *Performance Management and Appraisal System*, New Delhi: Sage Publications

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

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Course Title: **COMPENSATION MANAGEMENT**  
 Course Code: MB11CMT  
 Credits: 3

**Course Objectives**

The course would enable the students to understand the concept of compensation management, designing pay levels and determining individual employee contributions and pay. Students would gain insight in to the design and management of employee compensation.

**Course Coverage**

- Concept, Forms of pay, Pay Model, Strategic Choices, Developing a Total Compensation Strategy
- Internal Alignment of Compensation Strategy, Internal Structures and Shapes
- Job Analysis, Job Evaluation, Skill Plans, Skill Analysis, Competency, Competency Analysis
- External Competitiveness, Designing Pay Levels, Pay Mix and Pay Structures
- Pay for Performance Plans
- Benefit determination process
- Statutory Benefits - Health Care, Employee Welfare, Retirement Benefits
- Compensation of Special Groups, International Pay Systems
- Government and Legal Issues in Compensation
- Public Sector Pay

**Pedagogy**

Lectures and Case Discussion

**Evaluation and Grading**

Quiz ... 05%

Case discussion	...	05%
Assignments and Presentations	...	10%
Mini project	...	10%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

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

### **Additional Reading**

1. Richard, I. Henderson (2009). *Compensation Management in a 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. B. Sripirabaa*

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Course Title:           **ORGANIZATIONAL PSYCHOLOGY**  
Course Code:           MB11ORP  
Credits:                 3

### **Course objectives**

The course would enable the students to understand individual and group behaviour in formal organizational settings.

### **Course Coverage**

- Organizational Psychology - Historical evolution of Organizational Psychology, Organizational socialization process, Impact of diversity on socialization
- Productive Behaviour in Organizations - Job performance, Organizational citizenship behaviour, Innovation
- Counterproductive Behaviour in Organizations - Ineffective job performance, Absenteeism and turnover, Accidents, Theft
- Motivation - Definition, Theories, Hierarchy of Needs theory, Motivation - Hygiene theory, Job Characteristics theory, Equity theory, Expectancy theory, Behavioural approach to motivation
- Group Behaviour – Characteristics of groups, Group structure, Stages of group development (Tuckman), Impact of groups on individuals
- Organizational Culture - Manifestations of organizational culture, Measuring organizational culture, Changing organizational culture

### **Pedagogy**

Lectures and Case Discussion

**Evaluation and Grading**

Class participation	...	10%
Assignments	...	10%
Case discussion	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

**Text Book**

Jex, Steve M. (2009). *Organisational Psychology – A Scientist Practitioner Approach*; New Delhi: Wiley India

**Additional Reading**

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*

Course Title: **STRATEGIC HUMAN RESOURCE MANAGEMENT**  
 Course Code: MB11SHR  
 Credits: 3

**Course objectives**

To enable students become familiar with the formulation of HR strategies and integration of HR strategies with business strategies.

**Course Coverage**

- The concept of Human Resource Management - HRM defined, Human resource systems, Aims of HRM, Characteristics of HRM
- The concept of strategy - Strategy defined, The concept of strategy, The formulation of strategy
- The concept of strategic human resource management - Strategic HRM defined, Principles of strategic HRM, Concepts of strategic HRM, Perspectives on strategic HRM
- HR strategies – Significance and Purpose of HR strategies, Overall and Specific HR strategies
- The strategic role of HR - The strategic nature of HR, The strategic role of HR Directors, The strategic role of heads of HR functions
- Human Capital Management Strategy - Organization Development Strategy, Employee Engagement Strategy, Knowledge Management Strategy

- Talent Management Strategy – Learning and Development Strategy, Reward Strategy, Employee Relations Strategy
- Strategic HRM in India

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Class participation	...	10%
Assignment and Presentations	...	10%
Case discussion	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Armstrong, Michael (2009). *Strategic Human Resource Management*, 4/e; New Delhi: Kogan Page

### **Additional Reading**

1. Anuradha Sharma and Aradhana Khandekar (2006). *Strategic Human Resource Management - An Indian Perspective*; New Delhi: Sage Publications
2. Ashok Chanda and Shilpa Kabra (2000). *Human Resource Strategy – Architecture for Change*; New Delhi: Response Books

*Note: This course was designed by Mr. M. Meenakshisundaram*

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Course Title: **EMPLOYEE RELATIONS MANAGEMENT**  
Course Code: MB11ERM  
Credits: 3

### **Course Objectives**

The course will enable students to understand various concepts and dynamics of Industrial Relations and their implications for managing employees.

### **Course Coverage**

- Industrial Relations: Evolution and Growth
- Industrial Relations in India
- Trade Unionism and Trade Unions
- Trade Unions in India
- From Industrial Relations to Employee Relations
- Employee Relations Management at Work

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

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Class participation	...	10%
Assignments	...	10%
Case discussion	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

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

### **Additional Reading**

1. Srivastava, S.C. (2003). *Industrial Relations and Labour Welfare*, 4/e; New Delhi: Vikas Publications
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*

Course Title: **HRD SCORE CARD**  
 Course Code: MB11HSC  
 Credits: 3

### **Course Objectives**

This course would enable the students to understand the process of HRD audit and design a suitable quantitative measure to assess the effectiveness of HRD function in an organization.

### **Course Coverage**

- Introduction to HRD Audit and HRD Score Card
- HRD Systems and Strategies

- Audit of HRD Systems
- HRD Competencies
- HRD Culture and Values
- HRD Impact and Alignment
- HRD Audit Instruments

### **Pedagogy**

Lectures and Case Discussions

### **Evaluation and Grading**

Class participation	...	10%
Assignments and Presentations	...	10%
Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Rao, T.V. (2008). *HRD Score Card 2500 Based on HRD Audit*; New Delhi: Response Books

### **Additional Reading**

1. Rao, T.V. (2008). *HRD Audit Evaluating the Human Resource Function for Business Improvement*; New Delhi: Response Books

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

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Course Title:           **INTERNATIONAL HUMAN RESOURCE  
MANAGEMENT**  
Course Code:           MB11IHR  
Credits:                 3

### **Course Objectives**

This course will enable students to understand and appreciate the complexities of managing human resources in a multinational context.

### **Course Coverage**

- International HRM - Definition, Differences between domestic and international HRM
- International HRM - Sustaining international business operations, Approaches to staffing, Transferring staff for international business activities

- Recruiting and Selecting Staff for International Assignments - Issues in staff selection, Factors moderating performance, Selection criteria
- Training and Development - Role of expatriate training, Pre-departure training programmes, Developing staff through international assignments
- Performance Management - Components, Multinational performance management, Performance management of international employees, Performance appraisal of international employees
- Key Issues in International Industrial Relations - Trade unions and international industrial relations, Response of trade unions to multinationals

### **Pedagogy**

Lectures, Class Exercises and Case Discussion

### **Evaluation and Grading**

Quiz	...	05%
Class exercises	...	05%
Case discussion	...	10%
Research project	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Dowling, J. Peter and Denice, E. Welch (2008). *International Human Resource Management*, 4/e; New Delhi: Thomson Learning

### **Additional Reading**

1. Aswathappa, K. and Sadhana Dash (2008). *International Human Resource Management*, New Delhi: Tata McGraw Hill Publishing Co. Ltd.
2. Rao, P. L. (2008). *International Human Resource Management Text and Cases*, New Delhi: Excel Books

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

Course Title: **ORGANIZATIONAL DEVELOPMENT**  
 Course Code: MB11ORD  
 Credits: 3

### **Course Objectives**

This course would enable the students to understand the Organisational Development Interventions and also the conditions required for the success of OD efforts.



## Course Coverage

- Introduction, Definition and Historical Overview of Organization Development, Values, Assumptions and Beliefs in OD, Future of OD
- OD Process, Action Research, OD Interventions – Classification, Team Interventions, Intergroup and Third-Party Peacemaking Interventions, Comprehensive OD interventions, Structural Interventions, Sensitivity Training
- Conditions for the failure and success of OD efforts
- Issues in Consultant - Client relationship, Ethical standards in OD

## Pedagogy

Lectures and Case Discussions

## Evaluation and Grading

Class participation	...	10%
Assignments and Presentations	...	10%
Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

## Text Book

French, Wendell L., Cecil H. Bell Jr., and Veena Vohra (2008). *Organization Development*: 6/e: New Delhi: Pearson Education

## Additional Reading

1. Cummings, G. Thomas and Christopher G. Worley (2008). *Organization Development and Change*; 7/e; South-West College Publishing
2. Bhupen Srivastava (2007). *Organisational Design and Development - Concepts and Applications*; New Delhi: Biztantra

*Note: This course was designed by Ms. Vandana Madhavgkumar*

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**ELECTIVES IN MARKETING AREA**

MB11SDM	Sales and Distribution Management
MB11CBR	Consumer Behaviour
MB11IMC	Integrated Marketing Communication
MB11MKR	Marketing Research
MB11CRM	Customer Relationship Management
MB11RTM	Retail Management
MB11SVM	Services Marketing
MB11SBM	Strategic Brand Management
MB11RMK	Rural Marketing
MB11IMT	International Marketing

Course Title: **SALES AND DISTRIBUTION MANAGEMENT**  
Course Code: **MB11SDM**  
Credits: **3**

### **Course Objectives**

The course intends to familiarize the concepts, approaches and the practical aspects of the key decision making aspects in sales force and distribution channel management in order to develop skills critical for generating, evaluating and selecting sales and distribution strategies.

### **Course Coverage**

- Sales Management - Importance, Dimensions, Strategic planning, and Role and Skills of modern Sales Managers
- Nature of Personal Selling - Steps in selling process, Institutional Selling
- Development and Management of Sales Territories, Sales Quota
- Organizing Sales Force - Types of Organization Structure
- Sales force staffing - Recruitment, Motivation and evaluation
- Distribution Management and Marketing Mix
- Marketing Channels - Designing Channel Systems
- Channel Institutions - Retailing, Wholesaling, Conventional Channel-Vertical Marketing System (VMS), E- Marketing
- Channel management, Channel information systems
- Physical distribution - Components, Impact of IT on Logistics

### **Pedagogy**

Lectures, Case Discussions, Role-play and Field study

### **Evaluation and Grading**

Class participation	...	05%
Field study	...	05%
Case discussions	...	10%
Role play	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Krishna Havaladar and Vasant Cavale (2007). *Sales and Distribution Management - Text and Cases*; New Delhi: Tata McGraw-Hill

### **Additional Reading**

1. Tapan, K. Panda and Sunil Sahadev (2007). *Sales and Distribution Management*, 7/e; New Delhi: Oxford University Press

2. Still, R. Richard, Edward, W. Cundiff and Norman, A.P. Govoni (2003). *Sales Management*, 5/e; New Delhi: Prentice Hall India
3. Coughlan, T. Anne, Erin Anderson, Louis, W. Stern and Adel I. El-Ansary (2003). *Marketing Channels*, 6/e; New Delhi: Prentice Hall India

*Note: This course was designed by Mr. M. Senthil Nathan*

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Course Title: **CONSUMER BEHAVIOUR**  
 Course Code: MB11CBR  
 Credits: 3

### **Course Objectives**

The course introduces a wide range of behavioural concepts, and explores the strategic implications of customer behaviour for marketers. The course challenges students to explore the realities and implications of buyer behaviour in traditional and e-commerce markets. Key to the course is demonstrating how an understanding of buyer behaviour can help to improve strategic decision-making.

### **Course Coverage**

- Consumer behaviour – Meeting the Changes and Challenges
- Marketing Segmentation and Strategic Targeting
- Consumer Motivation
- Personality and Consumer Behaviour
- Consumer Perception
- Consumer Learning
- Consumer Attitude formation and change
- Communication and consumer Behaviour
- The Family and Social Class
- Influence of culture on Consumer Behaviour
- Cross Cultural Consumer Behaviour
- Consumer Decision Making and Beyond
- Marketing Ethics and Social Responsibility

### **Pedagogy**

Lectures, Case Discussions and Observation Study

### **Evaluation and Grading**

Class participation	...	10%
Observation study	...	10%
Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Schiffman, G.L. and Kanuk, L.L. and Rameshkumar, S. (2010). *Consumer Behaviour*, 10/e; New Delhi: Pearson Education

### **Additional Reading**

1. Hawkins, I. Delbert, Roger, J. Best and Kenneth, A. Coney (2004). *Consumer Behaviour*, 9/e; New Delhi: Tata McGraw-Hill
2. Ramanuj Majumdar, (2009). *Consumer Behaviour: Insights From Indian Market*; New Delhi: Phi Learning Private Limited

*Note: This course was designed by Mr. N. Elangovan*

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Course Title:           **INTEGRATED MARKETING COMMUNICATION**  
Course Code:           **MB11IMC**  
Credits:                   **3**

### **Course Objectives**

The course enables the students to understand the role of advertising and promotion in today's business world by emphasizing how a firm can use its promotional tools to communicate effectively with its consumers. It integrates theory with exercises that helps students to design and manage successful promotional programs.

### **Course Coverage**

- Integrated marketing communications – Introduction, Communication process
- IMC planning and Budgeting
- Advertisement - Objectives, Role in marketing, Organization of advertisement department - DAGMAR Approach
- Creativity - Theories, Copy writing
- Media Planning - Selection, Scheduling, Evaluation of advertising
- Direct Marketing - Use of IT and Internet
- Personal Selling - Role, Scope, Combining with other promotional tools
- Sales Promotion - Objectives, Techniques and evaluation of sales promotion
- Public Relations and Publicity, Integrating PR with other promotion tools
- Ethics and regulations in Advertisement and Promotion, Evaluation of Advertising

### **Pedagogy**

Lectures, Case Discussions and Role Play

### **Evaluation and Grading**

Class participation	...	10%
Assignments	...	10%

Role plays and Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Belch, E. George, Belch, A. Michael, and Purani, K. (2010). *Advertising and Sales Promotion*, 7/e; New Delhi: Tata McGraw-Hill

### **Additional Reading**

1. Kruti Shah and Alan D'Souza (2009). *Advertisement & Promotion - An IMC Perspective*; 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 Mr. M. Venkatesh Prabu and Mr. M. Senthil Nathan*

Course Title: **MARKETING RESEARCH**  
 Course Code: MB11MKR  
 Credits: 3

### **Course Objectives**

The course intends to cover the current marketing research methodologies, points out their limitations as well as their potential for enhancing research results. The aim of this course is to enable the students to understand and undertake quantitative and qualitative marketing research useful for pro-active and reactive marketing intelligence system.

### **Course Coverage**

- A Decision-Making Perspective on Marketing Intelligence
- Marketing Research in Practice
- The Marketing Research Process
- Research Design and Implementation
- Secondary Sources of Marketing Data
- Standardised sources of Marketing Data
- Marketing Research on Internet
- Information Collection - Qualitative and Observation Methods
- Tradition Applications - Product Price, Distribution and Promotion
- Contemporary Applications - Competitive Advantage, Brand Equity, Customer Satisfaction and Total Quality Management
- Emerging applications of Marketing Research-database marketing, e-commerce, Relationship Marketing

## **Pedagogy**

Lectures, Research Reviews and Case Discussions

## **Evaluation and Grading**

Case discussions	...	10%
Assignments and Research reviews	...	10%
Mini project	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

## **Text Book**

Aaker, A. David, Kumar, V., and George, S. Day (2010). *Marketing Research*; New Delhi: Wiley India

## **Additional Reading**

1. Naresh K. Malhotra, and Satyabhushan Dash, (2010). *Marketing Research: An Applied Orientation*, 6/e; New Delhi: Pearson Education
2. Beri, G.C. (2007). *Marketing Research*, 4/e; New Delhi: Tata McGraw-Hill
3. Luck, J. David and Ronald, S. Rubin (2005). *Marketing Research*, 7/e; New Delhi: Prentice Hall India

*Note: This course was designed by Mr. N. Elangovan*

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Course Title:	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>
Course Code:	<b>MB11CRM</b>
Credits:	<b>3</b>

## **Course Objectives**

This course examines Customer Relationship Management (CRM) as a key strategic process for organizations. Students will be able to appreciate and plan a CRM process and use CRM tools.

## **Course Coverage**

- CRM – Introduction, Evolution, Definition, Schools of thought and CRM Benefits
- Building relationship, Economies of CRM, Lifetime value of customers
- Rewards / loyalty programs in consumer markets, Key Account Management (KAM) in business markets. Customer Value Management (CVM)
- Operational CRM – Sales force automation, Customer Service and Support, Campaign Management
- Analytical CRM – Technological Solutions for CRM, Data warehouse and Data Mining

- Collaborative CRM – Customer Interactions Centres, Customer Contact Centre and Portals in building relationships
- Key Performance Indicators (KPI), Customer defections, Customer Retention Planning and Evaluation
- CRM Project Management – Planning and Implementation

### **Pedagogy**

Lectures and Case Discussions

### **Evaluation and Grading**

Class participation	...	10%
Assignments	...	10%
Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Shainesh, G. and Jagdish, N. Sheth (2006). *Customer Relationship Management – A Strategic Perspective*; New Delhi: Macmillan

### **Additional Reading**

1. Paul, Greenberg (2005). *Customer Relationship Management at Speed of Light*, 2/e; New Delhi: Tata McGraw-Hill
2. Ed, Peelen (2005). *Customer Relationship Management*; New Delhi: Pearson Education
3. Buttle, Francis (2009). *Customer Relationship Management – Concepts and Tools*; New Delhi: Elsevier.

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

Course Title: **RETAIL MANAGEMENT**  
 Course Code: MB11RTM  
 Credits: 3

### **Course Objectives**

The course aims to help the students understand the retail market, learn retail-marketing principles and apply them successfully in today's organized and competitive environment.

### **Course Coverage**

- Retailing – Framework and Importance, Retailing in India
- Strategic planning in Retailing



- Types of retailers - Format and ownership, Multi channel retailing
- Understanding consumers and Information gathering
- Retail Location – Trading - Area analysis, Site selection
- Store layout and Visual Merchandising
- Operational management - Operational dimension of retailing
- Merchandise management - Planning and implementing
- Logistics and inventory management in retailing
- Pricing and promotion strategies in retailing

### **Pedagogy**

Lectures, Case Discussions and Field Study

### **Evaluation and Grading**

Class participation	...	10%
Assignments and Field study	...	10%
Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Berman, Barry and Joel, R. Evans (2011). *Retail Management - A Strategic Approach*, 11/e; New Delhi: Pearson Education

### **Additional Reading**

1. Patrick, Dunne M., Robert, F. Lusch (2009). *Retail Management*, 1/e; India edition: New Delhi: Thomson Learning
2. Swapna Pradhan (2007). *Retailing Management*, 2/e; New Delhi: Tata McGraw-Hill

*Note: This course was designed by Mr. M. Senthil Nathan*

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Course Title: **SERVICES MARKETING**  
Course Code: **MB11SVM**  
Credits: **3**

### **Course Objectives**

This course aims at enabling students to apply marketing concepts and principles to the unique challenges and opportunities of services marketing to create customer value.

## Course Coverage

- Introduction to services marketing, Characteristics and Classification of services
- Components of services marketing, Impact of IT
- Customer expectations and perception, Service quality, Service encounter, customer satisfaction and Service recovery
- Measuring service quality (SERVQUAL)- Gap model
- Service design and blue printing, New service development
- Procedure and methods of pricing services
- Managing demand and supply in services
- Integrated marketing communications for services
- Service delivery through intermediaries

## Pedagogy

Lectures, Exercises and Case Discussions

## Evaluation and Grading

Class participation	...	10%
Assignments and exercises	...	10%
Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

## Text Book

Valerie, Zeithaml, Mary, Jo Bitner, Dwayne, Gremler, and Ajay Pandit (2010). *Services Marketing, 5/e*; New Delhi: Tata McGraw-Hill

## Additional Reading

1. Lovelock, C, Wirtz, J and Chatterjee, J. (2010). *Service Marketing, 6e*; New Delhi: Pearson Education
2. Kenneth, E. Clow and David, L. Kurtz (2009). *Services Marketing - Operation, Management & Strategy*; Wiley Publications

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

Course Title: **STRATEGIC BRAND MANAGEMENT**  
 Course Code: **MB11SBM**  
 Credits: **3**

## Course Objectives

This course provides the learning opportunity to meet the brand building challenges. The students will be able to appreciate the nuance that is essential in building brands.

## Course Coverage

- Chapter 1: Brand definition - Concept, Branding Challenges and Opportunities, Strategic Brand Management Process
- Chapter 2: Customer based brand equity(CBBE Model) - Brand Awareness, Brand Image and Imagery
- Chapter 3: Identifying and Establishing Brand Positioning - Point of Parity and Point of Difference, Brand Mantras
- Chapter 4: Choosing Brand Elements to Build Brand equity - Criteria for choosing Brand names, Logos, URLs
- Chapter 7: Leveraging secondary associations to build brand - Co-branding, Country of origin, Channels of distribution and Celebrity endorsement
- Chapter 8: Brand Equity Measurement and Management System - Brand Value Chain, Brand Tracking and Brand Equity Report
- Chapter 9: Measuring Sources of Brand - Qualitative Research, Quantitative Research Techniques, Comparative Methods and Holistic Methods
- Chapter 11: Growing and Sustaining brand - Brand Architecture, Brand Hierarchy and Designing a Branding Strategy
- Chapter 12: Brand Extensions - Advantages and Disadvantages, Evaluating Brand Extension Opportunities, Reinforcing and Revitalization of Brands
- Corporate Brand Building, Retail Branding And Private Labels

## Pedagogy

Lectures, Case Discussion and Quiz

## Evaluation and Grading

Class participation and Quiz	...	10%
Assignments and Exercises	...	10%
Case discussion	...	10%
Mid Trimester	...	20%
End Trimester	...	50%

## Text Book

Kevin, Lane Keller (2008). *Strategic Brand Management*, 3/e; New Delhi: Pearson Education

## Additional Reading

1. Tapan, K Panda, (2007). *Building Brands in the Indian Market*; New Delhi: Excel Books
2. Kapferer, J. (2009). *Strategic Brand Management*; New Delhi: Kogan Page

*Note: This course was designed by Mr. M. Senthil Nathan*

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Course Title: **RURAL MARKETING**  
 Course Code: MB11RMK  
 Credits: 3

### Course Objectives

This course creates an understanding about the opportunities of the rural market under social and economic perspective and helps students to develop strategies especially suitable for rural markets.

### Course Coverage

- Introduction, Nature, Approaches to Rural Marketing, Comparing Rural and Urban marketing
- Rural Marketing Environment
- Rural Consumer Behaviour
- Rural Marketing Research
- Selecting and Attracting Markets (STP)
- Product strategy
- Pricing strategy
- Distribution strategy
- Promotion strategy
- Rural Retailing and Future of Rural Marketing

### Pedagogy

Lectures, Field Study and Case Discussions

### Evaluation and Grading

Class participation	...	10%
Assignments and Exercises	...	10%
Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### Text Book

Krishnamacharyulu, C.S.G. and Lalitha, R. (2011). *Rural Marketing - Text and Cases 2/e*; New Delhi: Pearson Education

### Additional Reading

1. Prahalad, C.K. (2010). *The Fortune at the Bottom of the Pyramid*; New Delhi: Pearson Education
2. Pradeep Kashyap and Siddhartha Raut (2009). *The Rural Marketing Book*; New Delhi: Biztantra
3. Balram Dogra and Karminder Ghuman (2008). *Rural Marketing - Concepts and Practices*; New Delhi: Tata McGraw-Hill

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

Course Title: **INTERNATIONAL MARKETING**  
Course Code: MB11IMT  
Credits: 3

### **Course Objectives**

This course enables the students to appraise the potential of international markets for a variety of goods and services and create a marketing mix suitable to a variety of international markets. Students will be able to compose an international marketing plan consistent with the evolution of marketing mix selections.

### **Course Coverage**

- The Global Marketing Imperative
- Strategic Planning
- Marketing organization, Implementation and Control
- Market Entry and Expansion
- Product Adaptation
- Export Pricing
- Marketing Communications
- Distribution Management
- Global Product Management and Branding
- Global Services
- Global Logistics and Material Management
- Global Pricing
- Global Promotional Strategies

### **Pedagogy**

Classroom lectures, Case Discussion and Seminars

### **Evaluation and Grading**

Class participation	...	10%
Case discussion	...	10%
Assignment and Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Michael, R. Czinkota and Iikka, A. Ronkainen (2010). *International Marketing*, 8/e, New Delhi; Cengage Learning

### **Additional Reading**

1. Gerald Albaum, Jesper Strandskov, Edwin Duerr (2006). *International Marketing and Export Management*, 5/e, New Delhi: Pearson education.

2. Philip R Cateora, John L Graham and Prashant Salwan (2008). *International Marketing*, 13/e; New Delhi: Tata McGraw-Hill

*Note: This course was designed by Ms. R. Chitra*

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**ELECTIVES IN GENERAL MANAGEMENT AREA**

MB11TQM	Total Quality Management
MB11TMT	Technology Management
MB11PRM	Project Management
MB11SCM	Supply Chain Management
MB11DSS	Decision Support Systems
MB11IBM	International Business and Management
MB11BLD	Business Leadership
MB11IEM	Indian Ethos in Management
MB11KMT	Knowledge Management



Course Title: **TOTAL QUALITY MANAGEMENT**  
Course Code: MB11TQM  
Credits: 3

### **Course Objective**

At the conclusion of this course, students will be able to define the term 'Total Quality Management (TQM)' and related terms; develop and improve problem-solving skills and apply them to quality issues and problems; apply the basic tools of TQM to everyday business problems and practices.

### **Course Coverage**

- TQM - Introduction, Gurus, Framework, Historical review, Benefits
- Leadership - Deming Philosophy, Quality Council, Core values, Concepts and Framework, Quality Council, Quality Statements, Strategic Planning, Communication, Decision Making
- Continuous Process Improvement – Juran Trilogy, Improvement Strategies, Types of Problems, PDCA cycle, Kaizen, Reengineering, Six-Sigma
- Performance Measure – Strategy, Quality costs, Balanced Score Card Method
- Tools and Techniques – Benchmarking, Quality Function Deployment, Failure Mode and Effect Analysis, Total Productive Maintenance, Management Tools, Taguchi Quality Engineering, Quality Management System, Environmental Management System

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Quiz and Class participation	...	10%
Assignments and Presentations	...	10%
Case discussion	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Besterfield, D. H., Besterfield-Michna, C, Besterfield, G. H. and Besterfield-Sacre, M. (2010). *Total Quality Management*, New Delhi, Pearson Education

### **Additional Reading**

1. Mukherjee, P. N. (2009). *Total Quality Management*, New Delhi: PHI Learning Private Limited
2. Evans, R. J. and Dean, W. J. (2003). *Total Quality Management, Organization and Strategy*, 2/e; New Delhi: Thomson South-Western

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

Course Title: **TECHNOLOGY MANAGEMENT**  
 Course Code: MB11TMT  
 Credits: 3

### **Course Objectives**

The aim of this course is to help students develop a strong conceptual foundation for managing technological innovation. It introduces concepts and frameworks for analyzing how firms can create, commercialize and capture value from technology-based products and services.

### **Course Coverage**

- Technology Environment
- Processes of Technology Change: Innovation and Diffusion
- Technology and Competition
- Process Innovation, Value Chains and Organization
- Technology Intelligence
- Technology Strategy: Collaborative Mode
- Appropriation of Technology
- Deployment in New Products
- Deployment of Technology in the Value Chain
- Organizing for Innovation
- Intellectual Property Strategy
- Project Valuation and Financing

### **Pedagogy**

Lectures and Discussions

### **Evaluation and Grading**

Individual reading, Preparation and Class participation	...	10%
Assignments	...	10%
Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

Narayanan, V. K. (2007). *Managing Technology and Innovation for Competitive Edge*; New Delhi: Prentice Hall

### **Additional Reading**

1. Gaynor, Gerard H. (1991). *Handbook of Technology Management*; New York: McGraw-Hill
2. Betz, Fredric (1995). *Strategic Technology Management*; New York: McGraw-Hill

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

Course Title: **PROJECT MANAGEMENT**  
Course Code: MB11PRM  
Credits: 3

### Course Objectives

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

### Course Coverage

- Project- Definition, Purpose of Project Management, Project Life Cycle
- Project Selection and Criteria of Choice
- The Nature and Types of Project Selection Models
- Project Portfolio Process
- Selecting the Project Manager
- Project Plan Elements - Systems Integration, Sorting out the Project
- The Nature of Negotiation- Partnering, Chartering and Change
- Estimating Project Budgets
- Network Techniques - PERT, CPM and GERT
- Fundamental Purposes of Control and Types of Control Processes
- Project Audit
- Varieties of Project Termination

### Pedagogy

Lectures and Discussions

### Evaluation and Grading

Individual reading, Preparation and Class participation	...	10%
Assignments	...	10%
Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### Text Book

Meredith, R. Jack and Samuel J. Mantel (2010). *Project Management*, 7/e; New Delhi: Wiley India

### Additional Reading

1. Gray F. Clifford and Erik W. Larson (2008). *Project Management*, 3/e; New Delhi: Tata McGraw-Hill
2. Prasanna Chandra (2008). *Projects - Planning, Selection, Financing, Implementation and Review*, 6/e; New Delhi: Tata McGraw-Hill

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

Course Title: **SUPPLY CHAIN MANAGEMENT**  
 Course Code: MB11SCM  
 Credits: 3

### Course Objective

This Course helps the student to know the major building blocks, high-level supply chain strategy and concepts and solid understanding of the analytical tools necessary to solve supply chain problems.

### Course Coverage

- Understanding the Supply Chain, Strategic Chain Performance, Supply Chain Drivers and Metrics
- Designing Distribution Networks and applications to e-business, Network Design in Supply Chain, Designing Global Supply Chain Networks
- Demand forecasting, Aggregate Planning and Sales and Operations Planning in Supply Chain
- Planning and Managing Inventories in Supply Chain – Economies of Scale, Uncertainty, Optimal level
- Sourcing Decisions
- Pricing and Revenue Management
- Coordination in Supply Chain

### Pedagogy

Lectures and Case Discussion

### Evaluation and Grading

Quiz	...	05%
Class exercises	...	05%
Assignment and Presentations	...	10%
Case discussion	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### Text Book

Chopra, S., Meindl, P. and Kalra, D. V. (2010). *Supply Chain Management: Strategy, Planning and Operation*, 4/e; New Delhi: Pearson Education

### Additional Reading

1. Janat Shah, (2009). *Supply Chain Management, Text and Cases*, New Delhi: Pearson Education
2. Sahay, B.S. (2004). *Supply Chain Management for Global Competitiveness*, 2/e; New Delhi: Macmillan

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

Course Title: **DECISION SUPPORT SYSTEMS**  
Course Code: MB11DSS  
Credits: 3

### **Course Objective**

This course is designed to foster a comprehensive understanding of decision support system (DSS) concepts and possibilities and to impart practical DSS development skills. Students will be able to develop models for decision support for modern business

### **Course Coverage**

- Introduction to Decision Support Systems
- Decisions and Decision Makers
- Decisions in the Organization
- Modeling Decision Processes
- The Data Warehouse
- Data Mining and Data Visualization
- Designing and Building Decision Support Systems
- Implementing and Integrating Decision Support Systems
- Decision Support in Future

### **Pedagogy**

Lectures and Case Discussion

### **Evaluation and Grading**

Individual reading and Class participation	...	10%
Assignments	...	10%
Case discussion	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

### **Text Book**

George, M. Marakas, (2008). *Decision Support System in the 21<sup>st</sup> Century*, 2/e; New Delhi: Prentice Hall

### **Additional Reading**

1. Efraim Turban, Jay Aronson, Teng-Peng Liang and Ramesh Sharda, (2010). *Decision Support and Business Intelligence Systems*, 8/e; New Delhi: Pearson Education

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

Course Title: **INTERNATIONAL BUSINESS AND MANAGEMENT**  
 Course Code: MB11IBM  
 Credits: 3

### **Course Objectives**

The course would enable the students to understand the business compulsions and complexities of multi-cultural, multi-locational, multi-national organizations. Students would gain an insight into the development of 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**

- Introduction and Overview - Globalisation
- Country differences - National differences in political economy; Differences in culture
- International Trade Theory – Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory, Product Life Cycle Theory, Porter's Diamond
- Political Economy of International Trade – Trade barriers
- Foreign Direct Investment
- Regional Economic Integration
- Strategy of International Business – Strategic choices, Organisation of international business, Entry strategy and Strategic alliances
- Exporting, Importing and Countertrade
- Global Production, Outsourcing, and Logistics
- Global Marketing
- Global Human Resources Management

### **Pedagogy**

Lectures and Case Discussions

### **Evaluation and Grading**

Individual reading, Preparation and Class participation	...	10%
Case discussions	...	20%
Mid Trimester Examination	...	20%
End Trimester Examination	...	50%

### **Text Book**

Hill, W.L Charles and Arun Kumar Jain (2010). *International Business – Competing in the Global Market Place*, 6/e, 5<sup>th</sup> Reprint; New Delhi: Tata McGraw-Hill

### **Additional Reading**

1. Cherunilam, Francis (2007). *International Business – Text and Cases*, 4/e; New Delhi: Prentice Hall India
2. Czinkota, R. Michael, Ronkainen, A. Iikka and Moffett, H. Michael (2002): *International Business*, 6/e; Bangalore, Thomson South Western

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

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Course Title: **BUSINESS LEADERSHIP**  
Course Code: MB11BLD  
Credits: 3

### **Course Objective**

At the end of this course, students are expected to have gained an understanding of the complex nature of leadership, be able to explain the foundational theories, analyse the reasons for the success of many leaders, and develop necessary leadership skills for personal and professional success.

Today, organizations are engaged in transforming themselves into truly global organizations. Many factors contribute to guiding these organizations in their effort to become world-class and excellent organizations. Leadership is amongst the most important of these factors. It has been widely accepted that leadership across all levels of organizations is a sine-qua-non for success.

Business Leadership in today's business scenario has gained a complex dimension. What defined leadership in the early and mid 20th century is no longer true today. In this course, we shall discuss the changing business scenario, the emerging concepts of business leadership, and understand the need for team leadership, cross cultural leadership and such trends.

### **Course Coverage**

- Nature of Leadership
- Nature of Managerial Work
- Power and Influence
- Contingency Theories of Effective Leadership
- Charismatic and Transformational Leadership
- Leading Change in Organizations
- Leadership in Teams and Decision Groups
- Developing Leadership Skills

### **Pedagogy**

Lectures and Case Discussion

## Evaluation and Grading

Case discussions	...	15%
Presentations	...	15%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

## Text Book

Yukl, A. Gary (2006). *Leadership in Organisations*, 6/e; New Delhi: Pearson Education

## Additional Reading

1. Northouse, Peter G. (2007). *Leadership - Theory and Practice*, 4/e.; New Delhi: Sage Publications
2. Balasubramanian, S. (2007). *The Art of Business Leadership: Indian Experiences*, New Delhi: Response Books
3. Daft, R.L. (2006). *Leadership Theory and Practice*; New Delhi: Prentice Hall

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

Course Title: **INDIAN ETHOS IN MANAGEMENT**  
 Course Code: MB11IEM  
 Credits: 3

## Course Objectives

Enables students to understand the traditional Indian teachings provide basis for all principles of Modern Management.

## Course Coverage

- Philosophy of Indian Ethos in management
- The future vision of Holistic Management
- Indian spiritual values and Modern management
- Indian ethos, Societal values; Attitude towards other beings.
- Spirituality - Behavioural implications; Humility; Meditation: Benefits, method
- Trusteeship - Concept; Principles
- Social responsibility
- Leadership - Responsibilities; Complexities; Demotivators; Character; Leader as head of family
- Personal effectiveness; Intangibility of Objectives
- Managing the mind; Interdependence - Creativity



## **Pedagogy**

Case Discussions and Lectures

## **Evaluation and Grading**

Individual reading, Preparation and Class participation	...	10%
Assignment and Presentations	...	10%
Case discussions	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

## **Text Book**

Krishna, G.R. (2004). *Indian Ethos for Modern Management*; New Delhi: UBSPD

## **Additional Reading**

1. Sharma, G.D. (2001). *Management and Indian Ethos*, 1/e; New Delhi: Rupa
2. Balachandran, S., Raja, K.C.R., and Nair, B.K. (2003). *Ethics, Indian Ethos and Management*; New Delhi: Shroff Publishers

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

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Course Title:           **KNOWLEDGE MANAGEMENT**  
Course Code:           **MB11KMT**  
Credits:                 **3**

## **Course Objective**

This course enables students to understand the process of capturing, organizing and disseminating knowledge in organizations.

## **Course Coverage**

- The Knowledge context
- Introduction to Strategic Knowledge Management
- The knowledge leader
- Developing and sustaining a knowledge culture
- Supporting knowledge management through Human Resource Management practices
- Developing a core knowledge framework
- Developing and managing knowledge repositories
- Developing an effective knowledge service
- Evaluating the effectiveness of the knowledge strategy

## **Pedagogy**

Lectures and Case Discussions

## **Evaluation and Grading**

Quiz and Class participation	...	10%
Case discussions	...	10%
Assignments and Presentations	...	10%
Mid Trimester Exam	...	20%
End Trimester Exam	...	50%

## **Text Book**

Debowski, Shelda (2007). *Knowledge Management*; New Delhi: Wiley India

## **Additional Reading**

1. Awad, M. Elias and Hassan M. Ghaziri (2008). *Knowledge Management*; New Delhi: Pearson Education
2. Ganesh Natarajan and Sandhya Shekar (2005). *Knowledge Management – Enabling Business Growth*; New Delhi: Tata McGraw-Hill

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

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