



GRG SCHOOL OF MANAGEMENT STUDIES

Peelamedu, Coimbatore 641 004

CURRICULUM AND SYLLABUS

PGDBA PROGRAMME 2011-2012

January 2011

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GRG SCHOOL OF MANAGEMENT STUDIES

POST GRADUATE DIPLOMA IN BUSINESS ADMINISTRATION (PGDBA)

CURRICULUM 2011-2012 AN OVERVIEW

The Programme:

1. The full-time, one-year PGDBA programme offered by GRGSMS comprises two semesters, each semester being of approximately 90 working days.
2. The programme is of 43 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 Courses and Term Paper. Co-curricular activities such as Personality Development Programme and Outbound Programme are an integral part of the curriculum.
4. Mid semester 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.

Attendance:

1. Students are expected to attend a minimum of 75% of all scheduled classroom sessions during each semester.
2. The Director may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%.
3. Students falling short of the required attendance will not be permitted to appear for the End Semester Examination of the semester.
4. Students who do not complete a semester on account of such shortage of attendance may seek to repeat the semester in the subsequent academic year.

Completion of the PGDBA Programme:

Students are required to complete their PGDBA programme in all respects within a maximum of three 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 External Examination (EE).
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 semester examination, for each Course.
3. The EE will be conducted at the end of each semester. The duration, format etc. shall be decided as appropriate to each Course.

4. CIA shall carry a weightage of 50% and the EE 50%. The 'mid semester examination' component of CIA shall carry 20% weightage. The remaining weightage (30%) of the CIA shall comprise other components.
5. The co-curricular activities such as Personality Development 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.
6. There will not be any minimum marks stipulated for passing CIA. However, in the EE, 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 EE put together.
7. The records of CIA and EE for each student and each Course shall be maintained in safe custody for a period of six months.
8. Students who are not satisfied with the CIA score for any Course may appeal to the Director for a review. Director's decision in the matter shall be final and binding.

Scheme of Examination:

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

The End semester examination question papers shall comprise three sections.

- Section 1 shall comprise 10 questions (all to be answered – each question carrying 2 marks) of objective type that may comprise a combination of fill-in-the-blank, true-or-false, and multiple-choice questions
- Section 2 shall comprise 10 questions (out of which 7 need to be answered – each question carrying 5 marks) that ask for 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**LIST OF COURSES FOR PGDBA PROGRAMME (2011-2012)**

Code	Title	Cr.
	SEMESTER I	
MB11OTP	Organization Theory and Practice	3
MB11ECM	Economics for Management	3
MB11QTM	Quantitative Techniques for Management	3
MB11ACC	Accounting	4
MB11EXC	Executive Communication	3
MB11MIS	Management Information Systems	3
MB11MM1	Marketing Management I	3
	<i>Sub-Total</i>	22
	SEMESTER II	
MB11OBH	Organizational Behaviour	3
MB11MM2	Marketing Management II	3
MB11FMT	Financial Management	3
MB11HRM	Human Resources Management	3
MB11OPM	Operations Management	3
MB11SMT	Strategic Management	3
MB11TMP	Term Paper	3
	<i>Sub-Total</i>	21
	TOTAL	43

Additional Co-Curricular Work:

1. Training in use of spread sheets for quantitative decision making as a part of MB11QTM course in semester I
2. Training in Tally package as a part of MB11ACC course in semester I
3. Training in MS Office and similar Computer Skills as a part of MB11MIS course in semester I
4. Personality Development Programme in semester I
5. Outbound Programme in semester II

SYLLABUS AND COURSE OUTLINE**SEMESTER I - COURSES**

Code	Title	Credits
MB11OTP	Organization Theory and Practice	3
MB11ECM	Economics for Management	3
MB11QTM	Quantitative Techniques for Management	3
MB11ACC	Accounting	4
MB11EXC	Executive Communication	3
MB11MIS	Management Information Systems	3
MB11MM1	Marketing Management I	3

Course Title: **ORGANIZATION THEORY AND PRACTICE**
Course Code: MB11OTP
Semester / 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
 Semester / 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 Semester Exam	...	20%
End Semester 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 Murugeswari

Course Title: **QUANTITATIVE TECHNIQUES FOR MANAGEMENT**
Course Code: MB11QTM
Semester / 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 Semester Exam	...	20%
End Semester 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
 Semester / 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 Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

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

Additional Reading

1. Horngren, T. Charles, Gort, 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
 Semester / 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 Class room Exercises	...	10%
Assignment and Presentations	...	10%
Case Discussions	...	10%
Mid Semester Examination	...	20%
End Semester Examination	...	50%

Text Book

Bovee, Courtland L.; Thill, John V. and Chaturvedi, Mukesh (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

Course Title: **MANAGEMENT INFORMATION SYSTEMS**
Course Code: **MB11MIS**
Semester / Credits: **I / 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 Semester Exam	...	20%
End Semester 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

Course Title: **MARKETING MANAGEMENT I**
 Course Code: MB11MM1
 Semester / Credits: I / 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 21st 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 Analyses and Presentations	...	10%

Mid Semester Exam	...	20%
End Semester 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

SYLLABUS AND COURSE OUTLINE

SEMESTER II – COURSES

Code	Title	Credits
MB11OBH	Organizational Behaviour	3
MB11MM2	Marketing Management II	3
MB11FMT	Financial Management	3
MB11HRM	Human Resources Management	3
MB11OPM	Operations Management	3
MB11SMT	Strategic Management	3
MB11TMP	Term Paper	3

Course Title: **ORGANIZATIONAL BEHAVIOUR**
Course Code: MB11OBH
Semester / 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 Semester Examination	...	20%
End Semester 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

Course Title: **MARKETING MANAGEMENT II**
 Course Code: MB11MM2
 Semester / Credits: II/ 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 Semester Exam	...	20%
End Semester 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: **FINANCIAL MANAGEMENT**
Course Code: MB11FMT
Semester / 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 Semester Examination	...	20%
End Semester 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

Course Title: **HUMAN RESOURCE MANAGEMENT**
 Course Code: MB11HRM
 Semester / 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 Semester Examination	...	20%
End Semester 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

Course Title: **OPERATIONS MANAGEMENT**
Course Code: **MB11OPM**
Semester / 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 Semester Exam	...	20%
End Semester 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

Course Title: **STRATEGIC MANAGEMENT**
Course Code: **MB11SMT**
Semester / Credits: **II / 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 Semester Examination	...	20%
End Semester 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

Course Title: **TERM PAPER**
 Course Code: **MB11TMP**
 Semester/Credits: **II / 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.
