

MBA

LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS-LOCF)
(For the candidates admitted in the academic year 2022–2023)

SYLLABUS

PROGRAMME CODE: 2PMBA



STET SCHOOL OF MANAGEMENT
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE)
(AUTONOMOUS)

(Affiliated to Bharathidasan University, Tiruchirappalli)
Accredited by NAAC-An ISO 9001:2015 Certified Institution
SUNDARAKKOTTAI-614016, MANNARGUDI.
TAMILNADU, INDIA.



STET SCHOOL OF MANAGEMENT (AUTONOMOUS)
Affiliated to Bharathidasan University
(Accredited by NAAC)/(An ISO 9001:2015 Certified Institution)
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST)
SUNDARAKKOTTAI, MANNARGUDI, THIRUVARUR (DT)

M.B.A.

COURSE STRUCTURE UNDER CBCS

(For the candidates admitted from the academic year 2022 – 2023 onwards)

Eligibility: Any undergraduates can enroll for MBA after completing the entrance Examination TANCET for Governments seats and CET for Management seats

Sem.	Nature of the Course	Course Code	Title of the Course	Ins. Hrs/ Week	Credit	Exam Hrs	Marks		Total	
							Int.	Ext.		
I	Core Course (CC) – I	22PMBA101	Management Concepts and Organisational Behaviour	5	5	3	25	75	100	
	Core Course (CC) – II	22PMBA102	Managerial Communication	5	5	3	25	75	100	
	Core Course (CC) – III	22PMBA103	Mathematics and Statistics for Managers	5	5	3	25	75	100	
	Core Course (CC) – IV	22PMBA104	Managerial Economics	5	5	3	25	75	100	
	Core Course (CC) – V	22PMBA105	Computer Applications in Management	5	5	3	25	75	100	
	Core Course (CC) – VI	22PMBA106	Management Accounting	5	5	3	25	75	100	
				Value added course*		2	3	25	75	100
		TOTAL		30	30				600	
II	Core Course (CC) – VII	22PMBA207	Operation Research	5	5	3	25	75	100	
	Core Course (CC) – VIII	22PMBA208	Production Management	5	5	3	25	75	100	
	Core Course (CC) – IX	22PMBA209	Marketing Management	5	5	3	25	75	100	
	Core Course (CC) – X	22PMBA210	Financial Management	5	5	3	25	75	100	
	Core Course (CC) – XI	22PMBA211	Human Resource Management	5	5	3	25	75	100	
	Core Course (CC) – XII	22PMBA212	Research Methods in Management	5	5	3	25	75	100	
				Mini Project*		2				
		TOTAL		30	30				600	
III	Core - XIII	23PMBA313	Strategic Management	5	5	3	25	75	100	
	Core - XIV	23PMBA314	Legal aspects of Business	4	4	3	25	75	100	
	Core - XV	23PMBA315	Intellectual Property Rights	4	4	3	25	75	100	
	SB	23PMBAMS	Managerial Skills	2	2	3	25	75	100	
				Internship*		2				
	Elective – I	23PMBAE1A/ 23PMBAE1B/ 23PMBAE1C	Course A-I / B-I / C-I	5	4	3	25	75	100	
	Elective – II	23PMBAE2A/ 23PMBAE2B/ 23PMBAE2C	Course A-II / B-II / C-II	5	4	3	25	75	100	
Elective – III	23PMBAE3A/ 23PMBAE3B/ 23PMBAE3C	Course A-III / B-III / C-III	5	4	3	25	75	100		

		TOTAL		30	27				700
IV	Core – XVI	23PMBA416	International Business Environment	5	5	3	25	75	100
	Core – XVII	23PMBA417	Entrepreneurial Development	5	5	3	25	75	100
	Core – XVIII	23PMBA418	Total Quality Management	5	5	3	25	75	100
	Elective – IV	23PMBAE4A/ 23PMBAE4B/ 23PMBAE4C	Course A-IV / B-IV / C-IV	5	4	3	25	75	100
	Elective – V	23PMBAE5A/ 23PMBAE5B/ 23PMBAE5C	Course A-V / B-V / C-V	5	4	3	25	75	100
	Elective – VI	23PMBAE6A/ 23PMBAE6B/ 23PMBAE6C	Course A-VI / B-VI / C-VI	5	4	3	25	75	100
		Value added course *			2	3	25	75	100
	Project Work	Dissertation (75+Viva Voce25).Actual Project during the vacation of III semester and viva Exam before the IV Semester Exam			6		25	75	100
TOTAL				30	33				700
GRAND TOTAL				120	120				2600

*Extra Credit

Subject	No. of Courses	Total Credits
Core course	18	82
Elective Course	6	24
Skill Based	1	02
Extra Disciplinary Course	-	-
Project	1	06
Total	26	120
Value added course (Extra Credit)		4
Mini Project		2
Internship		2

S.NO	Semester	Course Code	Value added Courses
1	I	22PMBAVA11	Book Binding and Spiral
2	IV	23PMBAVA42	Investment Avenues

Specialization Offered:

Semester –III **Elective – I** Course A-I/Course B-I/Course C-I
Elective – II Course A-II/Course B-II/Course C-II
Elective – III Course A-III/Course B-III/Course C-III

Semester –IV **Elective – IV** Course A-IV/Course B-IV/Course C-IV
Elective – V Course A-V/Course B-V/Course C-V
Elective – VI Course A-VI/Course B-VI/Course C-VI

Electives: Choose any one Group							
Semester	Course	Subject Title	Hours	Credit	Marks		Total
					Int.	Ext.	
III	A. Marketing						
	E-Course-I	Consumer Behaviour	5	4	25	75	100
	E-Course-II	Brand Management	5	4	25	75	100
	E-Course-III	Rural Marketing	5	4	25	75	100
Total			15	12	75	225	300
IV	E-Course-IV	Advertising and Sales Promotion	5	4	25	75	100
	E-Course-V	Marketing of Services	5	4	25	75	100
	E-Course-VI	Retail Management	5	4	25	75	100
Total			15	12	75	225	300
III	B. Finance						
	E-Course-I	Strategic Financial Management	5	4	25	75	100
	E-Course-II	Financial services	5	4	25	75	100
	E-Course-III	Derivatives Management	5	4	25	75	100
Total			15	12	75	225	300
IV	E-Course-IV	Micro Finance	5	4	25	75	100
	E-Course-V	Global Financial Management	5	4	25	75	100
	E-Course-VI	Merchant Banking	5	4	25	75	100
Total			15	12	75	225	300
III	C. Human Resource						
	E-Course-I	Organisation Development	5	4	25	75	100
	E-Course-II	Compensation Management	5	4	25	75	100
	E-Course-III	Industrial Relations Management	5	4	25	75	100
Total			15	12	75	225	300
IV	E-Course-IV	Public Relations Management	5	4	25	75	100
	E-Course-V	Managing Interpersonal Effectiveness	5	4	25	75	100
	E-Course-VI	Human Resource Planning and audit	5	4	25	75	100
Total			15	12	75	225	300



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MASTER OF BUSINESS ADMINISTRATION

Semester: III-CC- XIII: STRATEGIC MANAGEMENT

Ins.Hrs./Week:5

Course Credit:5

Course Code: 23PMBA313

OBJECTIVES:

- To enable students to understand the concept of Strategic Management
- To develop a framework of analysis for better understanding of the present and emerging environment
- To recognize the strategic implementation process in an organization

UNIT- I Introduction to Strategic Management (14 Hours)

Concepts in strategic management, strategic management process- Mission – Vision of the firm – Development, maintenance & the role of leader – Hierarchical levels of planning – Strategic planning process. Merits and limitations of Corporate Strategic Planning. Strategic Management in Practice.

UNIT- II Environment Analysis and Internal Analysis of Firm (14Hours)

Environment Analysis & Internal Analysis of Firm : General environment scanning, competitive environment analysis – to identify opportunities & threat – Assessing internal environment through functional approach and value chain – indentifying critical success factors – to identify the strength & weakness – SWOT audit – SWOT matrix – implications core competencies – Port-folio analysis– Stake – holder’s expectations, Scenario – Planning

UNIT-III Strategic Formulation (16 Hours)

Strategy Formulation: Generic strategies – Grand strategies – Strategies of leading Indian Companies – The role of diversification – limits – means and forms. Strategic management at Corporate level, at Business level and at Functional level with special reference to companies operating in India.

UNIT- IV Concepts and tools of Strategy Evaluation (20 Hours)

Concepts and tools and techniques of Strategy evaluation : Competitive cost dynamics – experience curve – BCG approach – cash flow implication – IA – BS matrix – A.D. Little’s Life – Cycle approach to strategic planning – Assessment of economic contribution of strategy – Cost of equity capital – M/8 model with stationary growth – Assessing market value of a Business – Profitability matrix – divestiture decision – cash flows and selection of proper discount rates.

UNIT-V Strategy Implementation and Control (11 Hours)

Strategy Implementation & Control : Various approaches to implementation of strategy – Commander approach – Organization change approach, collaborative approach, Cultural approach, creative approach – Matching organization structure with strategy – 76 model – Strategic control process – Du pont’s control model and other Quantitative and quantitative tools – steps – M. Porter’s approach for Globalisation –Ethics and Governance

Total Lecture Hours- 75

COURSE OUTCOME:

The students should be able to

1. Understand the Capability of making own decisions in dynamic business landscape.
2. Categorize the internal and external environmental factors affecting the organization.
3. Access the tools & techniques to practical situations for diagnosing and solving organisational problems.
4. Enhance the decision making skills and employability
5. Evaluate the progress of strategy

TEXT BOOK(S)

1. Azhar Kazmi & Adela Kazmi,2020,Strategic Management Fifth Edition ,McGraw Hill,New Delhi
2. Charles W. L. Hill , Melissa A. Schilling Gareth R. Jones , 2016, Strategic Management: Theory: An Integrated Approach,12th Edition , Cengage Learning Pvt.,Ltd.,New Delhi
3. John A.Pearce II Richard B Robinson,Jr.AmitaMital 2018,McGraw Hill,New Delhi
4. L.M.Prasad,2012,Strategic Management,S.Chand&Sons,New Delhi
5. John A Parnell ,2013,Strategic Management, Sage Publication,US..

REFERENCE BOOK(S)

1. Vipin Gupta, Kamala , Gollakota and R.Srinivasan (2007) - Revised 2nd Edition, Business policy and Strategic Management Concepts and applications Published by PHI Learning [ISBN 10: 812033244X](#)[ISBN 13: 9788120332447](#)
2. Catherine Bailey, David Mankin, Clare Kelliher, and Thomas Garavan (March 2018) Oxford University Press, England ISBN: 978019870540
3. Anthony Henry (2018)-Understanding Strategic management OxfordUniversity Press. England *ISBN:* 9780199662470.
4. Wheelen & Hunger (2011) -Strategic management & Business Policy, Pearson Education ASIN : 9352861892
5. Jouch & Gluick (2012) – 5th Ed Strategic Management & Business Policy Mc Graw hill NewDelhi

E-RESOURCES

1. www.strategy-formulation.24xls.com
2. www.iedunote.com
3. www.investopedia.com
4. www.yourarticlelibrary.com
5. https://www.brainkart.com/subject/strategic-management_112/http://arts.brainkart.com/subject/strategicmanagement-10/https://ebooks.lpude.in/management/mba/term_3/dcom506_dmgt502_strategic_ma nagement.pdf



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MASTER OF BUSINESS ADMINISTRATION

Semester: III-CC-XIV – LEGAL ASPECTS OF BUSINESS

Ins.Hrs./Week:4

Course Credit: 4

Course Code: 23PMBA314

OBJECTIVES:

- To understand the legal structure and provision for running a business
- To learn various acts, enactments and amendments of mercantile law
- To know the various aspects of Business law for legal process

UNIT-I The Indian Contract Act,1872

(14 Hours)

Introduction – Definition of contract – agreement – offer – acceptance – consideration capacity to contract – contingent contract – Quasi contract – performance – Discharge – Remedies to breach of contract.

UNIT-II Partnership & Sale Of Goods Act

(11 Hours)

Partnership- essentials of partnership, Rights and duties of partner, types of partners. Dissolution of partnership.

Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property, Finder of goods, Performance of contract of sale, Rights of an unpaid seller. Rights to property in Indian Constitution.

UNIT- III Contract of Agency

(10 Hours)

Contract of Agency- Essentials of Contract of Agency – Creation of Agency – Kinds of Agents – Comparison Between an Agent and Servant – Comparison Between an Agent and Independent Contractor – Relationship of Principal and Agent – Duties of an Agent – Rights of an Agent – Duties and Rights of the Principal – Delegation of authority by an Agent – Sub Agent – Position of Principal and Agent in relation to third Parties – Termination of Agency.

UNIT- IV Company Law

(15 Hours)

Negotiable instruments Act -Company – Formation – Memorandum – Articles – Prospective Shares – debentures – Directors – appointment – Powers and duties. Meetings – Proceedings – Management – Accounts – audit – oppression & mismanagement – winding up.

UNIT-V Consumer Protection Act & Cyber Law

(10 Hours)

The Consumer Protection Act, 1986; Object – Rights of Consumers –Important Terms-Consumer Complaint - Consumer Protection Councils – Redressal Machinery – District Forum – State Commission - National Commission. Cyber Law -Need for Cyber laws – Cyber law In India – Information Technology Act – 2000 – Defining Cyber Crime – Types of Cyber Crimes – Preventing of Computer Crime.

Total Lecture Hours-60

COURSE OUTCOME

The Students should be able to

1. Understand the appreciate relevance of business law to individuals and businesses.
2. Ensure compliance of legal formalities with values and ethics in the process of Business administration, Governance and corporate social responsibility
3. Understand various modes of dispute resolution in business transactions
4. Implement the fundamental legal principles in Companies
5. Understand about the rights and Protection of consumers

TEXT BOOK(S)

1. Chandra' Bose, Business Law, July 2019, PHI learning PVT Ltd, New Delhi
2. N.D.Kapoor, Elements of Mercantile Law, 2020, Sultan Chand & Sons, New Delhi.
3. R.S.N.Pillai Bhagavathi, Business Law , December 2007 -S.Chand Publication, New Delhi.
4. Sushma Arora, Business Laws 6Th Edition 2021 Taxmann Publications- Chennai
5. Tulsian P. C, Business Law - 1 July 2017, McGraw-Hill Education – Europe

REFERENCE BOOK(S)

1. Akhileshwar Pathak, Legal Aspects of Business, 7th Edition , October 2018, Tata McgrawHill, New Delhi
2. M C Kuchhal & Deepa Prakash, Business Legislation For Management, Third Edition January, 2017- Vikas Publishing House Pvt. Ltd.-Noida
3. Kumar,, Legal Aspects of Business, 2016- Cengage Learning Pvt., Ltd.,
4. Sairam Bhat, Law of Business contracts in India, November, 2020, Sage Publication
5. Ravinder Kumar, Legal Aspects of Business, Edition: 4th Edition-2016 Cengage Learning India Pvt.Ltd.,

E-RESOURCES

1. <http://arts.brainkart.com/subject/business-environment-and-law>
2. <http://www.bdu.ac.in/cde/docs/ebooks/mba>
3. <https://www.iare.ac.in>
4. <https://www.msuniv.ac.in>
<http://arts.brainkart.com/article/law-of-contract>



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MASTER OF BUSINESS ADMINISTRATION

Semester: III-CC- XV INTELLECTUAL PROPERTY RIGHTS

Ins.Hrs./Week:4

Course Credit:4

Course Code: 23PMBA315

OBJECTIVES:

- To give an idea about IPR, registration and its enforcement.
- To bring out techno-legal professionals in the field of IPR.
- To provide hands on training on different patent tools along with knowledge sharing by industry professionals

UNIT-I Introduction To Intellectual Property (13 Hours)

Introduction to IPRs, basic concepts and need for Intellectual Property-An Overview of Intellectual Property (IP) -Importance - Protection of IPR -Basic types of property. Forms of Industrial Properties: Patents, Industrial Designs, Plant Varieties, copyrights, Trademarks, Geographical Indications.

UNIT- II Agreement and legislations (11 Hours)

International Treaties and Conventions of IPRs, Establishment of WIPO, General Agreement on Trade and Tariff(GATT).Patent Co –Operation Treaty, TRIPS agreement, Bern Convention,Rome convention, WTO and WIPO Intellectual Property Rights.

UNIT- III Patents (12 Hours)

Introduction to Patents Overview, Historical development, concepts on Novelty, Utility, Non-Obviousness. Patentable and Non Patentable Inventions. Procedure for Filing of patents. Acquisition of patent rights. Compulsory Licenses, patent offices in India and jurisdiction.

UNIT-IV Copyrights, Trademarks, Other Intellectual Property Rights (13 Hours)

Copyrights and related rights -Trade Marks and rights arising from Trademark registration Definitions -Industrial Designs and Integrated circuits -Protection of Geographical Indications at national and International levels, Plant Varieties -Application Procedures, Trade Secret.

UNIT- V Enforcement of IPR and Basic tenets of Information Technology Act-2000 (11 Hours)

Infringement of IPRs, Enforcement Measures, Emerging issues of IPR - Case Studies on Patents. Basic tenets of Information Technology Act-2000 –IT Act – Introduction E-Commerce and legal provisions E- Governance and legal provisions Digital signature and Electronic Signature.

Total Lecture Hours-60

COURSE OUTCOME

The Students should be able to

1. Understand the fundamental aspects of Intellectual property Rights
2. Access the knowledge on patents, patent regime in India and abroad registration.
3. Attain knowledge on copyrights and its related rights and registration aspects
4. Disseminate knowledge on trademarks and registration aspects
5. Analyze the current trends in IPR and Govt. steps in fostering IPR

TEXT BOOK(S)

1. V K Ahuja- Publisher ,Law Relating to Intellectual Property Rights July 2017, : Lexis Nexis; Chennai
2. P. Narayanan, Intellectual property Rights 2018, Third edition revised,Eastern law House, Kolkata, West Bengal
3. G. P. Reddy, Intellectual Property Rights & Other Law, 11th edition 2016Gogia Law Agency, Hyderabad.
4. Dr. Sheetal Chopra “A Book on Indian Patenting System and Patent Agent, Jan 2018- Notion Press,Chennai.
5. PandeyNeeraj, Dharni Khushdeep Intellectual Property Rights Paperback ,January 2014, PHILearning Private Limited, New Delhi.

REFERENCE BOOK(S)

1. AshwinMadhavan& Rodney Ryder,Intellectual Property -Law and Management, Oct 2018, Bloomsbury India
2. AdarshRamanujan.,Patent Law Cases and Materials,Sep 2020,Wolters Kluwer India Pvt. Ltd,Gurugram Haryana
3. Dr. MK Bhandari ,Law Relating to Intellectual Property Rights,Jan 2017 ,Central Law Publications Uttarpradesh
4. Prof. A.Chandrasekaran“Intellectual Property law in English” January 2018,C.Sitharaman and Co. Pvt. Ltd. , ,Chennai
5. Patent Agent Examination,Intellectual’s Society for Entrepreneurship and Research Development,Jan 2020- Orange Books Publication,Chhattisgarh

E-RESOURCES

1. https://www.icsi.edu/media/webmodules/ipr/p_nov29.pdf
2. https://www.brainkart.com/article/intellectual-property-rights_11653/
3. [https://www.brainkart.com/article/intellectual-property-right-\(ipr\)_38256/](https://www.brainkart.com/article/intellectual-property-right-(ipr)_38256/)
4. https://www.iare.ac.in/sites/default/files/lecture_notes/iare_ipr_notes_0.pdf
5. https://www.bits-pilani.ac.in/uploads/micromodule/2011-12-12--7-46-19-276_patent_manualoct_25th_07.pdf



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV-CC-XVI: INTERNATIONAL BUSINESS ENVIRONMENT

Ins.Hrs./Week:5

Course Credit: 5

Course Code: 23PMBA416

OBJECTIVES:

- To help students to understand the fundamental concepts of international trade
- To understand the significance of FDI towards economic development
- To know the basic operations of economic institution

UNIT-I Introduction to International Business

(15 Hours)

International Business : An overview – Modes of International Business-International Business strategies The External Environment- Economic , Political Environment, technological and Cultural Environment; Its Influence on Trade Investment Patterns; Recent World Trade and Foreign Investment Trends.

UNIT- II International Trade and Investment

(14 Hours)

Foreign Direct Investment-FDI-Types of FDI, Benefits of FDI to Home countries, Benefits of FDI to MNC,s, Threats and Restrictions on MNCs , Adverse effect of FDI on Host countries. Reasons for India seeking FDI, Hurdles for FDI in India-Technology transfer

UNIT- III Trade and Tariff

(16 Hours)

World Financial Environment; Cross-national Co operation and Agreements; Tariff and Non-Tariff Barriers, WTO, impact of International Economic Institutions and Agencies. -Regional Blocks. Cross Border Mergers& Acquisition-Reasons for mergers & Acquisition, Why do M & A fail?-Stages involved in M & A-Regulations of M & As.

UNIT- IV International Financial Institutions

(15 Hours)

Foreign Exchange Market Mechanism: Determinants of Exchange Rates; Euro-currency Market; Offshore Financial Centers: International Banks; Non-Banking Financial Service Firms; Stock Markets.

UNIT- V Ethics of International Business

(15 Hours)

Global Competitiveness; Export Management; Licensing; Joint Ventures Technology and Global Competition; Globalisation and Human Resource Development; Globalisation with Social Responsibility; A Global perspective on corporate governance mechanisms.-Negotiating an International Business, Issues in Asset Protection; Multilateral Settlements.

Total Lecture Hours-75

COURSE OUTCOME

The Students should be able to

1. Understand the Business Environment in global term
2. Acquire the developments ripe for translation to real world solutions
3. Access the major characteristics and challenges of the World Trade Organization
4. Understand the various foreign exchange across the globe.
5. Analyze corporate social Responsibility and governance in global trade

TEXT BOOK(S)

1. Cherunilam Francis, 2020, International Business, January, PHI learning India PVT Ltd., New Delhi.
2. Justin Paul, 2020, International Business, , PHI learning India PVT, Ltd., New Delhi.
3. G.Thomas.M.Hult/Rohit Mettani, 2018, International Business, TATA Mcgraw Hill Co. New Delhi
4. K.Aswhappa, 2020, International Business, TATA Mcgraw Hill Co. New Delhi
5. Charles W.L. Hill & Arun K.Jain, 2008, International Business, TATA Mcgraw Hill Co. New Delhi

REFERENCE BOOK(S)

1. Sumati Varma December 2020,, International Business, ANE books PVT Ltd., Chennai.
2. Mike W-Peng, April 2019, International Business, India Edition,, Cengage learning
3. Donald A Ball and others, 2014, International Business , India Edition, TATA Mcgraw Hill Co.
4. Leslie Hamilton, Philip Webster, 2012 The International Business Environment, OUP Oxford New Delhi
5. John D. Daniels, University of Miami & Lee H. Radebaugh, BYU, 2020. International business 17th edition Pearson Publication Chennai

E-RESOURCES

1. www.nationalgeographic.org
2. www.grin.com
3. www.careerlauncher.com
4. www.investopedia.com
5. https://www.brainkart.com/subject/International-Business-Management_119/



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV-CC-XVII ENTREPRENEURIAL DEVELOPMENT

Ins.Hrs./Week:5

Course Credit:5

Course Code: 23PMBA417

OBJECTIVES:

- To understand meaning of Entrepreneurship and Entrepreneur
- To gather knowledge on start a small / medium scale business / Industrial Unit.
- To study about the availability of finance, identification and evaluation of real options.

UNIT-I Introduction

(14 Hours)

Concept and Historical framework of Entrepreneurship- evolution of entrepreneurs-Entrepreneur - Meaning - importance - Qualities, nature, types, traits, culture. Similarities and differences between entrepreneur and intrapreneur its importance - Role of entrepreneurship - entrepreneurial environment. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities.

UNIT-II Training and Development

(13 Hours)

Availability of training and development programme, entrepreneurial promotion, Mobility of entrepreneurs –occupational mobility-entrepreneurial change, factors in Mobility- Forms of business for entrepreneurs. Role of consultancy organizations in promoting entrepreneurs, Entrepreneurial Development Programmes. Entrepreneurship and economic development

UNIT-III Project Appraisal

(17 Hours)

Project management: Source of Finance and Sources of business idea - Project classifications - identifications - formulation and design – SWOT analysis ,feasibility analysis . Financial analysis- project cost estimate - operating revenue estimate -Ratio analysis - investment Process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods . Preparation of Project Report and presentation, Evaluating entrepreneurial performance

UNIT-IV Supporting Institutions

(20 Hours)

Assistance of Financial Institutions and Service Institutions, Role ,Guidance bureau-Institutional aids for entrepreneurship development, appraisal of bank loans, traditional banking sectors. Steps in setting SSI unit, Sickness in small industries - reasons and remedies - Incentives and subsidies, setup in incubation Centre and budget preparation.

UNIT-V Rural Entrepreneurship

(11 Hours)

Women Entrepreneurs, Problems of entrepreneurs, Rural entrepreneurs, Role of women entrepreneurs-application areas in import and export business. Subsidies of self help group and Women entrepreneurs.

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand an entrepreneurial business idea, identify personal attributes that enable best use of entrepreneurial opportunities.
2. Identify the Market analysis and project preparation.
3. Evaluate the effectiveness of different entrepreneurial strategies.
4. Ability to access financial Institutional assistance available to entrepreneur for setting up an enterprise
5. Analyze the Need, Problems & Development of Rural Entrepreneurship
6. Interpret their own business plan

TEXT BOOK(S)

1. KanishkaBedi, Management and Entrepreneurship, May 2018,Oxford University press.Chennai.
2. Khanka S.S Entrepreneurial Development. December 2007,S Chand & Company publication ,New Delhi
3. Monica Loss&F.L.Bascunan,Entrepreneurship Development,2015,Global Academic Publishers,New Delhi
4. RajeeRoy ,EntrepreneurshipJuly2020, Oxford University press, Chennai.
5. VasantDesai ,Entrepreneurial Development, 2011,Himalaya Publishing limited, Mumbai.

REFERENCE BOOK(S)

1. JayshreeSuresh“Entrepreneurial Development” August 2014.Margam publications, Chennai
2. Gupta C.B., SrinivasanN.P.“Entrepreneurial Development”2020.Sultan Chand &Sons, New Delhi
3. Kuralko and Hodgetts“Entrepreneurship in The New Millenium“3014 – Cengage learning. United Kingdom
4. Robert D Hisrich and others Entrepreneurship – August 2020 -Tata Mcgraw Hill Co. New Delhi

E-RESOURCES

1. https://www.brainkart.com/subject/entrepreneurship-development_111/
2. <http://www.sasurieengg.com/e-course-material/mba/ii-year-sem->
3. https://www.iare.ac.in/sites/default/files/lecture_notes/iare_entrepreneurial_development_notes.pdf
4. https://ucanapplym.s3.ap-south-1.amazonaws.com/rgu/notifications/e_learning/Online_study/ba4thsem.pdf
5. <http://www.crectirupati>



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV-CC-XVII TOTAL QUALITY MANAGEMENT

Ins.Hrs./Week:5

Course Credit: 5

Course Code: 23PMBA418

OBJECTIVES:

- To familiarize the TQM concepts and to develop an insight in to the uses of Total Quality Management tools.
- To learn the internal politics, quality culture, education and training of the organization.
- To be aware of international/national Quality awards.

UNIT-I Introduction To TQM

(20 Hours)

Introduction to Quality –The history and importance of quality – Quality as a management framework. Total quality Management – Definition – Scope of TQM-Dimensions and ingredients of quality, Dimensions of product quality, Dimensions of service quality.TQM Framework - Contributions of Deming, Juran and Crosby- Steps in implementing TQM-Advantages , Limitations and barriers to TQM Implementation. TQC-Meaning, factors affecting TQC.

UNIT-II Service Quality

(14Hours)

Service quality- features-customer delight-kano model-perceived quality-employee motivation-team work-effective communication-Training and motivation-performance appraisal.

UNIT-III Statistical Process Control

(16 Hours)

Strategic tools for TQM – Bench Marking, Business Process Reengineering, Six sigma, JIT, QFD, Tagichi's quality engineering, Failure mode and Effect analysis-Poka yoke.

UNIT- IV TQM Culture

(13 Hours)

Quality Education, process, quality system – quality objectives and quality policy – quality cost-quality planning – quality information feedback.TQM Culture. Quality circles. Quality audits.

UNIT-V Quality Systems Organizing and Implementation

(12 Hours)

The ISO 9000 Series, Need for ISO 9000- ISO 9000-2000 , Process of obtaining ISO Certification, Advantages of ISO certification, New version of ISO standards. Documentation, ISO 14000 – Concepts, Requirements and Benefits.

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand the basic of quality philosophies and tools to facilitate continuous improvement and ensure customer delight
2. Evaluate the principles of quality management and to explain how these principles can be applied within quality management systems.
3. Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality.
4. Appraise the organizational, communication and teamwork requirements foreffective quality management
5. Analyze the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans

TEXT BOOK(S)

1. PN. Mukherjee, 2020, Total Quality Management, ,PHI learning PVT Ltd.,New Delhi
2. SK.Mandal, August 2014, Total Quality Management, Vikas Publish House PVT Ltd.,Mumbai.
3. Evans and Lindsay, June 2007, Quality Control and Management, Cengage learning, United Kingdom
4. Dr. K.C. Arora, January 2013, Total Quality Management, S K Kataria and Sons publication New delhi
5. K. Shridhara Bhat, December 2010 , Total Quality Management: Text and Cases ,Himalaya Publishing House., Bengaluru, Karnataka.

REFERENCE BOOK(S)

1. Poornima M.C harantimath, April 2017, Total Quality Management Pearson Education, Newyork.
2. Besterfield Dale H., Besterfield Glen H October 2018, Total Quality Management, Pearson education, Chennai.
3. Raju, 2014, Total Quality Management, 1St Edition, Cengage Learning, United Kingdom.
4. L. Suganthi & Anand, A.Samvel, Total Quality Management- PHI learning, New Delhi
5. Frank Gryna, Richard Chua, Joseph Defeo Juran's , Apr 2006, India Edition, Quality Planning and Analysis for Enterprise Quality, Tata Mcgraw Hill Co, New Delhi.

E-RESOURCES

1. https://ebooks.lpude.in/management/mba/term_4/dmgt524_total_quality_management.pdf
2. https://www.brainkart.com/article/quality-management_5229/
3. https://www.brainkart.com/article/leadership_5237/
4. https://www.brainkart.com/article/iso-9000-standards_5298/
5. <http://hsit.ac.in/e-learning>



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For the candidates admitted in the academic Year 2022-2023
MASTER OF BUSINESS ADMINISTRATION

Semester: III -Skill Course MANAGERIAL SKILLS

Ins.Hrs./Week:2

Course Credit:2

Course Code: 23PMBAMS

OBJECTIVES:

- To demonstrate applicable knowledge of the common skills needed for managerial effectiveness within the functions of management.
- To demonstrate applicable knowledge of various human behavior and motivation techniques relating to leading individuals and teams.
- To demonstrate comprehension of values, power, and influence relating to organizational culture, change, and ethical decision-making in global contexts.

UNIT-I Thinking Strategies

(7 Hours)

Strategic thinking – meaning – questions- things included in Strategic thinking – Process consideration in Strategic thinking – Strategic thinking competencies – importance of Strategic thinking – characteristics of Strategic Thinkers – Points to be kept in mind in Strategic thinking. Lateral Thinking – meaning – why Lateral Thinking – when to use Lateral Thinking Benefits of Lateral Thinking – Techniques used in Lateral Thinking – Who needs Lateral Thinking – How to use Lateral Thinking? – Conventional Vs Lateral Leaders – Questions asked by Lateral Leaders – becoming a Lateral leader.

UNIT- II Interpersonal Strategies

(7 Hours)

Conflict Resolution – meaning – points to be understood before studying conflict resolution – sources of conflict – common reactions to conflict – role of perception in conflict – steps for Conflict Resolution – Conflict handling matrix – Functional and Dysfunctional outcome of conflict. Negotiation skills – process – styles – outcome – principles involved – negotiation model– being a negotiator – qualities of a negotiator.

UNIT- III Implementation Strategies

(5 Hours)

Facing changes – meaning – characteristics –why changes –pace of changes – impact of resistance–Reasons for resistance – types of people in facing changes – introducing change. Facing challenges – meaning – importance – path to facing challenges – benefits of facing challenges.

UNIT- IV Action Based Strategies (5 Hours)

Risk taking - meaning – factors determining Risk Taking – Risk management – users of Risk Management – Steps in Risk Management. Effective decision making – meaning – approaches – methods – steps – Decision making at the work place.

UNIT- V Behavioural Strategies (6 Hours)

Motivation and Staying motivated – meaning – finding reason for being motivated – staying motivated at work place – staying motivated in negative work environment – staying motivated during crisis. Balancing work and life – meaning – work satisfaction – gender differences – responsibility of the employers and employees – ways of balancing work and life – handling professional and personal demands – organizing your desk.

Total Lecture Hours- 30

COURSE OUTCOME

The students should be able to

1. Understand the basic concept of thinking strategy
2. Acquire the presentation skills to enable them to tap opportunities across the globe.
3. Execute the role, skills and functional management
4. Understand the complexities associated with management of human resources.
5. Recognize the importance of management principles.

TEXT BOOK(S)

1. Mcgrath E.H, Basic January 2011, Managerial Skills for All, Prentice Hall India Learning Private Limited, New Delhi
2. Alex K. 2012, Soft Skills – Know Yourself & Know the World, S.Chand & Company LTD, New Delhi.
3. Morey stttner, 2017 skills for New Managers, McGraw-Hill, Europe
4. David A. Whetten, Kim S. Cameron, 25 May 2017, Developing Management Skills, Pearson Education, Chennai
5. Stephen Covey, 1990, The 7 Habits of Highly Effective People, Free Press, USA

REFERENCE BOOK (S)

1. Meena.K and V.Ayothi, 2013, A Book on Development of Soft Skills (Soft Skills : A Road Map to Success), P.R. Publishers & Distributors, Tiruchirappalli.
2. Griffin R W, Management, 2017 Skills Assessment And Development, Cengage Learning, California
3. Daniel Goleman, September 2005, Emotional Quotient, Batam
4. Norman Vincent Peale 2002, Power of the Plus factor, Orient

E-RESOURCES

1. <https://opentextbc.ca/businessopenstax/chapter/managerial-skills/>
2. <http://rccmindore.com/wp-content/uploads/2015/06/Managerial-SkillsAll-Units-AC.pdf>
3. https://www.researchgate.net/publication/313824665_
4. https://www.researchgate.net/publication/276897265_Management_skills_mindsets_and_roles_advancing_taxonomy_to_relevancy_and_practicality



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MASTER OF BUSINESS ADMINISTRATION

Semester: III -Elective I

CONSUMER BEHAVIOUR

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE1A

OBJECTIVES:

- To understand the process of consumer behavior, the various external and internal factors that influence consumer behaviour ,to development of marketing strategy,
- To understand the decision making process of the buyers,& to know about the various cultural factors that influence the buyers
- To know the role of consumer behavior in marketing and to identify qualitative and quantitative methods of measuring consumer behavior

UNIT-I Consumer Behaviour – An Introduction (17 Hours)

Consumer Behaviour – meaning, definition, Significance .Application of consumer behavior principles to strategic marketing.Role of Marketing in Consumer behavior.Market Segmentation and Consumer behavior.

UNIT- II Consumer as an Individual (16 Hours)

Consumer needs and motivation, Personality and Consumer Behaviour, Psychographics Consumer Perception, attitudes, attitude formation and change, Learning.

UNIT- III Consumer in a Social and Cultural Setting (14 Hours)

Group dynamics and consumer reference groups, Family, Social class and Consumer behaviour, The influence of Culture on Consumer behaviour. Sub – Cultural and Cross Cultural Consumer Analysis.

UNIT-IV Consumer Decision Making Process (13 Hours)

Personal influence and the opinion leadership. Diffusion of innovation process, Levels and views of consumer decision making, Consumer Decision making process, Comprehensive models of consumer decision making. New Product purchase and repeat purchase. Online purchase decision process. Role of consumer buying behavior.

UNIT-V Consumer Behaviour Applications (15Hours)

Consumer behaviour applicable to profit and nonprofit organizations, societal marketing concept, marketing ethics, consumer movement, consumer protection in India, consumer rights and responsibilities.

Total Lecture Hours- 75

COURSE OUTCOME:

The students should be able to

1. Understand the relevance of Consumer Behaviour's theories and concepts
2. Determine the major influences in Consumer buying Behaviour
3. Evaluate the Consumers buying behavior Pattern and Product opportunity in the market
4. Apply the Techniques for entry level marketing strategy
5. Create the platform for online marketing
6. Recognize the dynamics of human behavior and group behavior

TEXT BOOK(S)

1. Jay D. Lindqvist and M. Joseph Sirgy, 2010, Consumer behaviour, India Edition, Cengage Learning, New Delhi
2. Ms Raju, Dominique Xardel, 2013, Consumer Behavior Concepts Applications & Cases, Vtu Vikas Publishing House Pvt Ltd New Delhi.
3. MS Raju, Dominic Xardel, 2005, Consumer behaviour, concepts, Applications and cases –, Vikas publishing House PVT Ltd., New Delhi
4. Rajneesh Krishna, Consumer Behaviour, June 2014/Oxford University Press, Chennai
5. Ramanuj Majumdar 2010, Consumer Behaviour, PHI learning PVT Ltd., New Delhi
6. Schiffman And Ramesh Kumar 2019, Consumer Behavior, Pearson India New Delhi

REFERENCE BOOK(S)

1. Blackwell and others, 2017, Consumer Behaviour, India Edition, Cengage Learning Ltd., US
2. Delia Hawkins Roger J Best and others, 2005, Consumer behaviour, Special Indian Edition, Tata McgrawHill, New Delhi
3. David L. Loudon Albert J. Della Bitta, 2007, Consumer Behaviour, By– India Edition Tata McgrawHill, New Delhi.
4. Michael R. Solomon 2016, Consumer Behaviour, Indian Edition – PHI learning PVT., New Delhi
5. J. Paul Peter and Jerry C. Olson, 2005, Consumer Behaviour and Marketing Strategy, Special Indian Edition – Tata McgrawHill, New Delhi
6. Joseph Visenbit, 2020, Consumer Behavior, Pearson Learning Publication, Chennai

E-RESOURCE

1. https://ebooks.lpude.in/management/mba/term_3/dmgt506_consumer_behaviour_r.pdf
2. <http://www.mtcglobal.org/notes1-cb.pdf>
3. https://backup.pondiuni.edu.in/sites/default/files/consumer%20behaviour200813_0.pdf
4. <http://www.gopalancolleges.com/gcem/course-material/mba/marketing-subjects/consumer-behaviour-14mbamm301.pdf>
5. https://www.brainkart.com/article/understanding-industrial---individual-buyer-behaviour_7213/



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MASTER OF BUSINESS ADMINISTRATION

Semester: III-Elective II BRAND MANAGEMENT

Ins.Hrs./Week:5

Course Credit:4

Course Code: 23PMBAE2A

OBJECTIVES :

- Formulate effective branding strategies for both consumer and business products/services with the insights from marketing intelligence
- Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance
- Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands

UNIT I Introduction

Introduction to Brand; Brand and Branding Basics-Definition –Functions of brands. Significance of Brands-Types of Brand-.Brand Positioning strategies

UNIT II Brand Strategies

Understanding Various Terms; Brand Names, Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

UNIT III Brand Communications

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT IV Brand Extension

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching. Brand Personality

UNIT V Brand Performance

Measuring Brand Performance – Brand Equity Management - Brand Audit -Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Demonstrate knowledge of the nature and processes of branding and brand management.
2. Appraise the key issues in managing a brand portfolio and making strategic brand decisions.
3. Describe the process and methods of brand management, including how to establish brand identity and build brand equity.
4. Apply an internal branding framework to ensure successful application of brand strategies with an organization.
5. Analyse and discuss contemporary brand related problems and develop appropriate strategies and initiatives

TEXT BOOK(S) :

1. Debashis pati,2021,Branding Concepts and Process by,Lakshmi Publication
2. McDonald Malcolm and De Chernatony L,2010,Creating Powerful Brands, Taylor & francis; 4th edition
3. Subroto Sen Gupta ,2010Brand Positioning, Tata McGraw-Hill
4. Gagandeep Singh, 2021, Product Management and Strategy: The Ultimate Guide that Creates Real Value
5. Keller, K.L. (2012) Strategic Brand Management; Building, Measuring, and ManagingBrand Equity. 4th Ed. Trans-Atlantic Publications

REFERENCE BOOK(S)

1. Brand Management: Principles and Practices,2012, Kirti Dutta, Oxford University Press
2. Managing Indian Brands by S R Kumar, Publisher: Wharton School Publishing
3. Product Management in India by R. C. Majumdar, Publisher: Prentice-hall of India Pvt Ltd.
4. Brand Management Moorthi Y L R Vikas Publishing House Pvt Lt
5. Product & Brand Management, SIA, SIA Publishers & Distributors Pvt Ltd,2021
6. Brand Management Co-creating Meaningful Brands,2021, Second Edition Michael BeverlandSage Publications
7. Strategic Brand Management,2015, by Keller/ Parameswaran/ Jacob, Pearson Education India

E-RESOURCES

1. www.AdvertisingAge.com
2. www.adweek.com
3. www.Americandemographics.com (part of ad age)
4. www.brandchannel.com



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MASTER OF BUSINESS ADMINISTRATION

Semester: III- Elective III RURAL MARKETING

Ins.Hrs./Week:5

Course Credit:4

Course Code: 23PMBAE3A

OBJECTIVES:

- To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.
- Differentiate the rural market environment from the urban and semi-urban markets.
- Understand the factors influencing the rural consumer behavior and their brand loyalty.

UNIT-I Introduction to Rural Marketing

(15Hours)

Rural Marketing– Definitions, myths and realities of rural marketing, potential of the Indian rural market, the rate of growth and market share of rural market for consumer and non durable goods. Needs, Wants and Demands of the Rural Customer. Values and satisfaction that spell satisfaction for the rural customer. The Rural Marketing Environment – Rural demography – the percentage of youth and their influence on family buying. Economic capacity and potential of rural market. Lack of technological support and infrastructure. Political environment and Rural Culture and its influence on rural marketing.

UNIT- II Rural Consumer Behaviour

(15Hours)

Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. Caste and social divisions and their influence. Influence of city educated youth, city bred daughter/son in law, village heads on rural buying. Occupation, lifestyle, influence of men over women and other determinants in rural marketing choice. Rural Marketing Segmentation – Geographic / Climatic / Water resources based / Nearness to town based / Industrialization based / Access by road or railway based / Demographic based – Population concentration, Socio Economic Classification, Income based.

UNIT- III Product and Pricing

(18 Hours)

Product – Specifically designed to suit rural environment / Products that work without electricity on batteries /Colours to choose rural choice (bright and colourful and not subtle and somber) Smaller packages that are less priced / Value based but not cheap products that hurt rural sensitivities. Pricing – Pre conceived notions do not help / Pricing related to Crop Harvest Times / Special Occasion Pricing / Pricing relating to rural Festivities and Fairs (Thiruviza), Easy Payment terms.

UNIT-IV Logistics and Promotional Strategy

(15 Hours)

Place of Sale – Lack of outlets, transportation and warehousing, cost / service dilemma / the village shop that sells all from groceries to sanitary, cement, consumer durables and so on. The power of the delivery cum sales van. Other non conventional delivery mechanisms such as sales through computer based kiosks, self help groups, retired army personnel. Promotion – Logos, symbols and mnemonics to suit rural understanding. Picture based brands /Packaging should carry pictures for easy identification (Detol Sword / Nirma dancing girl) Selecting Proper Media Mix – TV / Radio / Cinema / Outdoor / Audio visual units / Publicity vans or bullock carts / Contacted Audio visual vans / Group demonstrations / Puppet Shows / Harikathas / Music CD's

/ Word of Mouth Promotions / Interpersonal Rural Specific Media through touch, feel and talk modes of communication.

UNIT- V Rural Sales Force Management

(12 Hours)

Rural Sales Force Management – Importance of Hiring Salesmen willing to work in Rural Environment / Possess rural culture and congruence / Attitude suited to Rural Culture / Knowledge of local language, culture and habits / Ability and willingness to several products at a time. Corporate and Government Efforts and Innovations – Mckinsey Study / Hansa Research / National Council of Agricultural and Economic Research / FICCI and Ernst and Young Studies / DCM Hariyali Kisan Bazar / ITC Choupal Sagar / Godrej Agrovet (GAVL), HUL's - Fair and Lovely, Lipton / Project Shakti / Hindustan Petroleum's Rasoi Ghars or community kitchens to popularize and sell LPG cylinders (cooking gas).

Total Lecture Hours-75

COURSE OUTCOME

The Students should be able to

1. Have an understanding about basic concepts of rural marketing.
2. Be able to Differentiate the rural market environment from the urban and semi-urban markets.
3. Have In depth understanding the factors influencing the rural consumer behavior and their brand loyalty.
4. Be able to apply the marketing concepts suitable to the rural markets.
5. Be able to understand pricing and distribution strategies for rural consumers.

TEXT BOOK(S)

1. Bhatia, T., Advertising and Marketing in Rural India, 2nd Edition, Macmillan Publishers India Ltd., 2007.
2. Dogra, B. and Ghuman, K., Rural Marketing: Concepts and Practices, Tata McGraw-Hill Education, 2007.
3. Kashyap, P., Rural Marketing, 2nd Edition, Pearson, 2012.
4. Krishnamacharyulu and Ramakrishnan, L., Cases in Rural Marketing: An Integrated Approach, Pearson, 2008.

REFERENCE BOOK(S)

1. Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2nd Edition, Pearson, 2011.
2. Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2nd Edition, Response Books, 2007.
3. Introduction To Rural Marketing 1St Edition 2017 by Bajaj, Chetan, Bajaj, Nandini, Shenoy, Veena, New Age International (P) Ltd Publishers
4. Rural Marketing March 2016 3rd edition by Kashyap (Author) Pearson Education India
5. Rural Marketing, Dr. Saroj Kumar, Mohd. Farook Azam, thakur Publication pvt.Ltd, Lucknow

E-RESOURCES

1. https://www.brainkart.com/subject/Rural-Marketing_78/
2. https://www.brainkart.com/article/Trends-in-Rural-Marketing_6101/
3. https://www.brainkart.com/article/Scope-of-Rural-Marketing_6063/
4. https://www.brainkart.com/article/Mechanisms-of-Rural-Marketing_6068/

COURSE OUTCOME

The Students should be able to

1. Understand the basic concepts of Strategic Financial Management,
2. Recognize the principles of developing a strategic goal and objectives.
3. Estimate the performance indicators, could evaluate and interpret financial ratios.
4. Evaluate capital investment projects by estimating cost of capital with risk adjusted net cashflows using appropriate capital budgeting principles and tools.
5. Understand the value-based management concept of forecasting models within it, could evaluate and analyze the business strategies from SFM point of view.

TEXT BOOK(S)

1. K.M Bansal and Anjali Agarwal,2020, Strategic financial management,Taxmann, New Delhi
2. P Jakhotiyagirish, 2019,Strategic financial management published by vikas publishing house pvt limited,New Delhi
3. Prasanna Chandra,2020,Strategic financial management McGraw Hill Education,New Delhi
4. Rajesh kumar 2016,, Strategic financial management, Nikki levy
5. Kalyanikarna 2019,Strategic financial management ,Amazon digital services LLC-KDC print US

REFERENCE BOOK(S)

1. Palanisamysaravana 2014,strategic financial management, Oxford University press,England
2. Rajnisofat, preetihiro,2015Strategic financial management Asoke k. Ghosh,New Delhi
3. CA. G. Sekar,2018,Strategic Financial Management, Wolters Kluwer (India) Pvt Ltd, Chennai
4. N sridhar 2009,Strategic financial management Shroffpvtlimited,Chennai

E-RESOURCES

1. <https://www.icsi.edu/>
2. <http://www.bdu.ac.in/cde/docs/ebooks/mba/iii/p1>
3. <http://14.139.206.50:8080/jspui/bitstream/1/4332/1/strategic%20financial%20management.pdf>
4. http://sdeuoc.ac.in/sites/default/files/sde_videos/slm-strategic%20financial%20management_0.pdf
5. <https://mastermindsindia.com/sfm%20sm.pdf>



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MASTER OF BUSINESS ADMINISTRATION

Semester: III-Elective-II

FINANCIAL SERVICES

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE2B

OBJECTIVES:

- To understand the fund-based and fee-based financial services offered by financial intermediaries
- To enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services.
- To know the real life case studies shall be discuss to illustrate contemporary management practices

UNIT- 1 On Overview of Financial Services (18 Hours)

Evolution of Financial Services –Indian Financial System – Formal Financial System and Informal Financial System – Financial Institutions –Banking Companies and Non Banking Companies – Classification and Activities of Non Banking Companies.

UNIT- II Fund Based Financial Services (16 Hours)

Leasing: Overview, Legal & Tax Aspects lease agreement, Lease Evaluation, Lease Accounting, International Leasing and Recent Development.

Hire Purchase & Consumer: Overview, Legal & Tax Aspects, Financial Evaluation of Hire Purchase, Accounting for Hire Purchase, Consumer Credit.

UNIT- III Fee based and Other Financial Services (14 Hours)

Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation. Other Financial Services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.

UNIT- IV Regulatory Frame Work of Capital Market (15 Hours)

Accessing Capital Market: Issue Management: Regulatory & Tax Framework, Issue Pricing Models – Equity and Debt Convertible Instruments, Financial Engineering, Raising funds from the International Capital Markets, Assessing Money Markets.

UNIT- V Overview of Stock Exchange (12 Hours)

Organisation and functions of stock exchanges - regulation and control of stock exchanges - NSE, BSE, OTCEI, Regional exchanges.

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand the basic concept and application areas of Financial Services
2. Acquire the awareness of the current structure and regulation of the Indian financial system
3. Create strategies to promote financial products and services
4. Apply the knowledge of leasing and hire purchase Agreements
5. Evaluate the most suitable financial service factors

TEXT BOOK(S)

1. Bhalla V.K.2007,Management of Financial Services, Anmol. New Delhi.
2. Dr. S. Gurusamy,2009, Financial Services ,Tata Mcgraw Hill Co,New Delhi
3. Nalini,Prava,Tripathy,2020,Financial Services, PHI learning PVT Ltd.,New Delhi
4. NK Gupta and Monika Chopra,2010,Financial Markets,Institutions,Services,Anebooks PvtLtd.,Chennai
5. M.Y Khan,2015,Financial services, Tata mcgraw Hill co.,NewDelhi

REFERENCE BOOK(S)

1. Jeff Madura,2015 ,Financial Markets and Institutions India Edition, Cengage learning.NewDelhi.
2. Handbook of Leasing,2020,ICFAI,Hydrabad
3. Punithavathy Pandian,2010, Financial Markets and Services, VikasHouing Publication, New Delhi
4. Rajesh Kothari,2010,Financial Services in India, Concept and Application, Sage Publishing, New Delhi
5. Sasidharan, 2nd Edition, 2011, Financial Services and System, Tata Mcgraw Hill, New Delhi,

E-RESOURCES

1. <https://www.brainkart.com/subject/banking-financial-services-management>
2. https://ebooks.lpude.in/management/mba/term_3/dmgt512_financial_institutions_and_services.pdf
3. http://www.ddegjust.ac.in/studymaterial_mba/fmhttp://www.sasurieengg.com/e-course-material
4. <http://14.139.185.6/website/sde/sde168.pdf>



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MASTER OF BUSINESS ADMINISTRATION

Semester: III-Elective III DERIVATIVES MANAGEMENT

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE3B

OBJECTIVES:

- To understand the analytical aspects of derivative products and the practical applications of risk management tools in various contexts.
- To understand the meaning of forwards, futures, and swap contracts and determine their prices.
- To understand the basic operational mechanisms in derivatives

UNIT- I Introduction to Derivatives Management (18 Hours)

Derivatives–Definition–Product ,Classifications ,Participants, Evolution-functions of derivatives, Regulation framework of Derivatives Management -Objectives ,Scope ,significance of Derivatives Management. Types of Settlement–Uses and Advantages of Derivatives–Risks in Derivatives.

UNIT- II Future and forward contract (15 Hours)

Introduction to Futures- Terminology and Specifications of Futures Contract –Terms and conditions of future contract- Types of Futures Contracts, Use of futures for hedging. Introduction to Forward Contract- Terms and conditions of forward contract-Risk, types, merits and demerits of forward contract Margin Requirements – Marking to Market – Hedging using Futures –, , Future and Forward contract- Forward Prices and Spot Prices, expected Spot price.

UNIT- III Options and Index (16 Hours)

Definition of option and index- Terms and conditions of option and index-Exchange Traded Options,– Specifications of Options–Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts. OTC-Understanding Over- The -Counter-types of OTC Securities

UNIT- IV Swaps and Interest Rates (12 Hours)

Definition of SWAP –Important – Features ,Need, Applications of SWAP-Interest Rate SWAP-Types of SWAP - Terminology and Specifications of SWAP– Valuation of Interest rate, Bonds and FRNs–Credit Risk.

UNIT- V Derivatives in India (14 Hours)

Recent trends in Derivatives Management-Overview of stock exchange in India, Market Module of Derivatives-Exchange trading Companies in India. -Futures in NSE–Contract Terminology and Specifications for Interest Rate Derivatives.

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand the derivatives Securities terminology and financial institutions of derivatives Management Analyse the role and relationship between forward and future market
2. Evaluate the various hedging strategies
3. Apply the Mechanism of various trading strategies
4. Understand the concepts of various derivatives product in market
5. Create the trading platform

TEXT BOOK(S)

1. Hull John January 2018, Ninth Edition ,Fundamentals of Futures and Options Markets
Pearson Education New Delhi
2. Howard Corb, September 2012,Interest Rate Swaps and Other Derivatives,
,ColumbiaUniversity Press, Business School Publishing Columbia
3. Merton H. Miller Merton Miller September 1997, Derivatives , Wiley Publication UK
4. Patrick Boyle,Jesse McDougall, December 2018, Trading and Pricing Financial Derivatives:A Guide to Futures, Options, and Swaps,De Gruyter,Germany.
5. Robert A Jarrow , ArkadevChatterjea, July 2019,Introduction To Derivative Securities,Financial Markets, And Risk Management,World Scientific Publishing Co Inc (USA)

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1. Aron Gottesman,September 2016,Derivatives Essentials: An Introduction to Forwards, Futures, Options and Swaps,Wiley Publication UK
2. Alfred Steinherr,2010,,Format: Kindle Edition Derivatives The Wild Beast of Finance: A Path to Effective Globalisation Kindle Edition,.Wiley Publication UK
3. Andrew M. Chisholm, July 2010,Derivatives Demystified: A Step-by-Step Guide to Forwards, Futures, Swaps and Options: Wiley Publication UK John.C.Hull, 2012, 9th Edition, Options, Futures and other Derivative Securities',PHILearning, New Delhi
4. David Dubofsky,2013,Option and Financial Futures–Valuation and Uses, McGraw Hill International Edition. New Delhi
5. S.L.Gupta, 2011.Financial Derivaties -Theory, Concepts and Practice, Prentice Hall Of India, New Delhi

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2. <https://backup.pondiuni.edu.in/sites/default/files/downloads/financial-derivatives->
3. https://www.iare.ac.in/sites/default/files/lecture_notes/iare_fd_notes.pdf
4. https://pluto.mscc.huji.ac.il/~davramov/doron_avramov_derivatives.pdf
<http://sdeuoc.ac.in/sites/default/files>



STET SCHOOL OF MANAGEMENT (AUTONOMOUS)
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SUNDARAKKOTTAL, MANNARGUDI -614016
For the candidates admitted in the academic Year 2022-2023
MASTER OF BUSINESS ADMINISTRATION

Semester: III-Elective-I ORGANISATION DEVELOPMENT

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE1C

OBJECTIVES:

- To define fundamental terminology relevant to the discipline of Organizational Development.
- To analyze the role and style of the OD consultant
- Distinguish the various structural, behavioral and comprehensive interventions typically used in change effort

UNIT: I Introduction to Organization Development

(19 Hours)

Introduction to Organization Development :Concept, Nature and Scope of O.D. Historical Perspective of O.D. Underlying Assumptions & Values. Theory and Practice on change and changing. The Nature of Planned Change. The Nature of Client Systems : Group Dynamics, Intergroup Dynamics and Organizations as Systems.

UNIT: II Components and Interventions of Organization Development

(13 Hours)

Operational Components of O.D. Diagnostic, Action and Process – Maintenance Components Action Research and O.D.O.D. Interventions : Team Interventions, Inter – group Interventions, Personal, Interpersonal and group process interventions, Comprehensive Interventions, Structural Interventions.

UNIT: III Organizational Change

(15 Hours)

Meaning of Organizational Change-Forces for change –Resistance to Change-Types and Forms of change-Evolutionary and revolutionary change- Change Process and change in Organizational performance

UNIT: IV Implementation of Organization Development

(13 Hours)

Implementation and Assessment of O.D, Implementation – conditions for failure and success in O.D. efforts. Assessment of O.D. The impact of O.D.

UNIT: V Organization Evolution and Work Groups

(15 Hours)

Key considerations and Issues in Organizational Development. Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.

Total Lecture Hours- 75

COURSE OUTCOME

The students should be able to

1. Understand the basic principles and characteristics of organizational Environment
2. Access an organizational change program
3. Understand an awareness of influencing and facilitating change
4. Execute the implementation of multiple OD interventions
5. Enhance the human relations principles in the change process
6. Evaluate the healthy organizational structure

TEXT BOOK(S)

1. Amitabh Mehta, May 2009, First Edition Organisation Development: Principles, Process And Performance, Global India Publications, New Delhi.
2. S. K. Bhatia, January 2009, Management Of Change And Organisation Development Deep & Deep Publications Pvt. Ltd. New Delhi
3. Gary N Mclean, 2018, Organization Development; Principles, Processes, Performance, Berrett Koehler, US
4. S. Ramnarayan, August 2011, Second Edition, Organization Development: Accelerating Learning And Transformation, Sage Response, California
5. Wendell L French And Cecil H bell, 2017, Organization Development Behavioral Science Interventions For Organizational Improvement, 6Th Edition, By Pearson India New Delhi

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1. Bhupen Srivastava, 2010. Organisational Design and Development: Concepts application, Biztantra
2. French, , January 2009, Sixth Edition, Organization Development: Behavioral Science Interventions For Organization Improvement, Pearson Education India, Noida
3. Mukherjee Kumkum, 2015 Organizational Change and Development , Pearson Education New Delhi
4. Thomas Cummings, Christopher Worley December 2013, 10th edition Organization Development and Change South-Western College Publishing, US
5. Robbins 2009. Organisation Theory; Structure Design & Applications, Prentice Hall of India

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3. <https://backup.pondiuni.edu.in/sites/default/files/organizatinal-development-260214.pdf>
4. <https://www.msuniv.ac.in/download/pdf/f7f39b9c7e81426>
5. https://ebooks.lpude.in/management/mba/term_4/dmgt520_organization_change_and_development.pdf



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MASTER OF BUSINESS ADMINISTRATION

Semester: III-Elective-II COMPENSATION MANAGEMENT

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE2C

OBJECTIVES:

- To know the compensation principles and practices.
- To Understand the opportunity to comprehend the variety of theories and methods used to recruit, retain and reward employees.
- To develop and strengthen overall analytical skills of students Related to various HR Functions.

UNIT: I Introduction to Compensation Concepts

(20 Hours)

Introduction to Compensation, Goals of Compensation System, Compensation Strategy, Monetary & Non-Monetary Rewards, Intrinsic Rewards, Cafeteria Style Compensation, Employees satisfaction and Motivation issue in compensation design. Establishing Internal, External and individual equally.

UNIT: II Establishing Pay Variables and Wage Boards

(12 Hours)

Strategic importance of variable in a day-Determination of Inter and Intra industry compensation differentials. Individual and Group Incentives.

UNIT: III Issue Related to Compensation

(15Hours)

Dearness Allowance Concept- Emergence & Growth in India. Fringe Benefits and Supplementary Compensation- The role of fringe benefits in reward systems, retirement Plans including VRS / Golden Handshake Schemes.

UNIT:IV Executive Compensation

(15 Hours)

Executive Compensation: Elements of executive compensation and its management, Executive compensation in an international context, Wage Determination: Principles of wage and salary administration, methods of wage determination in India; internal and external equity in compensation systems.

UNIT: V Wage Administration in India

(13Hours)

Wage Administration in India: wage policy in India, wage boards: structure, scope and functions, Pay Commissions. International Compensation, global convergence of compensation practices - Pay for performance for global employees -practices in different industries, Employee benefits around the world, CEO pay in a global context, Beyond compensation.

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand the basic concepts and the context of compensation practice
2. Understand the different ways of strengthen the pay-for-performance link.
3. Apply the concepts of Payment and employee benefits issues for contingent workers.
4. Access the Legally required employee and employer benefits.
5. Analyze the various trends in compensation Management.

TEXT BOOK(S)

1. Barry Gerhart June 2008, First edition Compensation: Theory, Evidence and Strategic Implications, SAGE South Asia,New Delhi
2. Deb Tapamoy,December,2008,Compensation Management,ExcelBooks,New Delhi
3. George T. Milovich and C.S. Venkatraman 2011,special Indian Edition, Compensation,TataMcgrawHill.New Delhi
4. C.B. Gupta,2007,Human Resource Management Sultan chand&sons.New Delhi
5. Mousumi S. Bhattacharya,Nilanjan Sengupta,December 2008,Compensation Management Excel Books,New Delhi.

REFERENCE BOOK(S)

1. D.S.Upadhyay,Compensation Management Rewarding Performance,Global India Business Publications, New Delhi.
2. Barry Gerhart and other,Compensation: Theory, Evidence and Strategic Implications, , Sage Publications , New Delhi
3. George T Mulkovich& Jerry NewmannCompensation planning, , McGraw Hill Publication New Delhi
4. B. D. Singh ,January 2017,Compensation and reward management, , Excel Publication,New Delhi
5. Stephen J Perkins, Sarah Jones January 2020, 4th Edition ,Reward Management: Alternatives, Consequences And Contexts , CIPD - KoganPage,New Delhi

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1. <http://www.eiilmuniversity.co.in/downloads/Compensation-Management.pdf>
2. <http://www.dspmuranchi.ac.in/pdf/Blog/unit%203%20p1.pdf>
3. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_CRM_NOTES.pdf
4. https://www.brainkart.com/article/Various-Modes-of-Compensation_5388/
5. https://www.brainkart.com/article/Compensation-Plan_5387/



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MASTER OF BUSINESS ADMINISTRATION

Semester: III-Elective III INDUSTRIAL RELATIONS MANAGEMENT

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE3C

OBJECTIVES:

- To provide an exposure of theories, techniques and approaches to manage Industrial relations.
- To understand an industrial relations systems
- To Developing awareness among students of various actors of IRS (mgt, workers, union &Govt.).

UNIT-I Introduction to Industrial Relations

(12Hours)

Introduction- Concept and Determinants of Industrial Relations – Industrial Relations in India
Managing IR Changes – IR and Productivity – Technology and IR – Effective Communication
Systems and IR Management – Indian Culture& IR.

UNIT-II Trade Union

(15 Hours)

Trade Unions – Purpose, Functions and Structure of Trade Unions – Trade Union Legislation –
Multiplicity of Trade Unions–Conflict Resolutions–Industrial Relations–Welfare and
Productivity – Social Responsibility of Trade Unions – IR Management and Management of
Trade Unions.

UNIT-III Collective Bargaining and Tripartite Machinery

(12 Hours)

Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics-
Administrations of collective bargaining agreements- Charter of Demands & Counter Demands-
Fair and unfair labour practice.

Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour
movement – Industrial health and safety- Industrial legislations.

UNIT- IV Industrial Conflict

(19 Hours)

Discipline and Grievance Redressal Machinery– Purposes and Procedures of DisciplinaryAction–
Grievance Redressal Procedures– Conciliation–Arbitration and Adjudication– Collective
Bargaining(Perspective, Bargaining Structure, Procedure and Machinery for Collective
Bargaining) –The Bargaining Process–Strengths and Skills.

UNIT-V Labour Welfare

(17 Hours)

Labor Administration –ILC and Indian Constitutional Provisions in Relation to Labor
Administration–Central Machinery of Labor Administration– Labor Administration at the State,
District and Local Levels. Contemporary Trends and Future of Industrial Relations in India.

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand the basic concept of Industrial Relations.
2. Understand the role of trade union in the industrial setup.
3. Access the important causes & impact of industrial disputes.
4. Coordinate the provisions of Wage Legislations to Minimum Wages and Payment of Bonus Act.
5. Implement the provisions of Social Security Legislations, in reference to Employees State Insurance Act , Employees Provident Fund Act and Payment of Gratuity Act

TEXT BOOK(S)

1. Arun Monappa , Ranjeet Nambudiri , Patturaja Selvaraj Arun Monappa , Ranjeet Nambudiri , Patturaja Selvaraj 2012, Industrial Relations and Labour Laws, Tata McGraw Hill Education Private Limited New Delhi
2. Pramod Verma 2017, 4th Revised Edition, Management of Industrial Relations, Oxford & IBH Publishing Co Pvt. Ltd , New Delhi
3. Singh/Kumar, 2010, First edition, Employee Relations Management, Pearson Education, New Delhi
4. Jones Orumwense, 2012, Essentials Of Industrial Relations Management; A Training Guide In Managing Employer And Employee Relations, Labour Management And Administration, Lap Lambert Academic Publishing Germany
5. .C.S. Venkata Ratnam 2nd Edn 2017 Edition, Industrial Relations Oxford University Press, New Delhi

REFERENCE BOOK(S)

1. Dr. F. C. Sharma, Dr. Satish Kumar Shah, January 2020, latest edition, Industrial Relations And Labour Laws SBPD Publications, UP
2. George F Thomason 2020, A textbook of industrial relations management, Institute of Personnel Management, Kolkata
3. P.R.N. Sinha , Seema Priyadarshini Shekhar Indu Bala Sinha., 15 April 2017, 3rd edition Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi
4. C.S. Venkata Ratnam & Manoranjan Dhal, April 2017, Sixth edition Industrial Relations Vikas Publishing House, New Delhi
5. S C Srivastava, 2020, Second edition, Industrial Relations and Labour Laws, , Vikas Publishing House, New Delhi

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2. <http://www.ddegjust.ac.in/studymaterial/mba/obh-311.pdf>
3. <https://backup.pondiuni.edu.in/sites/default/files/irmt200813.pdf>
4. [https://kkhsou.ac.in/eslm/e-slm-forlearner/6th%20sem/bachelor%20degree/bba/industrial%20relations%20\(block-1\).pdf](https://kkhsou.ac.in/eslm/e-slm-forlearner/6th%20sem/bachelor%20degree/bba/industrial%20relations%20(block-1).pdf)
5. [http://www.universityofcalicut.info/sde/bba%20\(specialization%20-%20hrm\)%20-%20vi%20sem-industrial%20relations.pdf](http://www.universityofcalicut.info/sde/bba%20(specialization%20-%20hrm)%20-%20vi%20sem-industrial%20relations.pdf)



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For the candidates admitted in the academic Year 2022-2023
MASTER OF BUSINESS ADMINISTRATION

Semester: IV-Elective -IV ADVERTISING AND SALES PROMOTION

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE4A

OBJECTIVES

1. To acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertising and Sales Promotion programme.
2. To identify the terms and concepts that are commonly used in promotion and advertising,
3. To identify the importance of understanding cultural diversity from a marketing perspective.

UNIT-I Introduction to Advertising (12 Hours)

Origin And Development - Definition And Classification - Planning Framework Organizing Framework - The Advertiser And The Advertising Agency Interface Strategic Advertising Decisions - Setting Advertising Objectives – The Budget Decision – Preparing The Product And Media Brief.

UNIT-II Layout of Advertising (15 Hours)

Copy Decisions – Visualization Of Ad Layout – Elements Of Ad Copy And Creation –Principles Of Verbal Versus Visual Thinkers, Styles And Stages In Advertising Copy Creation - Copy Pre-Testing Methods And Measurements.

UNIT- III Media Selection (18 Hours)

Media decisions - media planning and selection – concepts of reach, frequency, continuity, and selectivity– measures of media cost efficiency – media (readership/viewership) research. The internet as an advertising medium: Tracking website visits, page views, hits, and click-stream analysis, permission marketing and privacy, ethical concerns.

UNIT- IV Advertising Effectiveness (15 Hours)

Measuring Advertising Effectiveness- Control of Advertising by practitioners, media and the market-Advertising in the International Market place-Advertising and Principles of Integrated Marketing Communication and Image Building.

UNIT-V Techniques of Sales Promotion (15 Hours)

Sales Promotion – Rationale, Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch advertising issues.

Total Lecture Hours- 75

COURSE OUTCOME:

The students should be able to

1. Understand the basic concept of advertising and Sales Promotion
2. Create the decisions regarding the most feasible advertising appeal and media mix
3. Apply the dealer oriented promotion techniques, customer oriented promotion techniques and the salesmen oriented promotion techniques.
4. Analyze the effectiveness of Advertising
5. Evaluate the different forms of Advertising area

TEXT BOOK(S)

1. George E. Belch and others.2009 ,Advertising and Promotion Tata Mcgraw Hill Co.New Delhi
2. JaishriJethwaney and Shruti Jauji,2012,Advertising Management with solution manual,Oxford University Press, Chennai
3. Shimp2010,Advertising and promotion,Cengage learning, Chennai.
4. Lorry percy and Richard Elliott,2012,Strategic advertising management by, oxford University press, chennai.
5. Advertising planning and implementation by Sangeeta Sharma and Raguvirsingh,2015, PHI learning India PVT Ltd.,new Delhi

REFERENCE BOOK(S)

1. Kruti Shah and Alan D'souza, 2009,Advertising& promotions are (IMC) Integrated Marketing Communication approach ,Tata Mcgraw Hill Co. New Delhi
2. Advertising Management by O' Guinn and others, cengage learning Chennai –Special India edition.
3. Contemporary Advertising William .F Arens, Tata Mcgraw Hill Co.
4. Principles of Advertising and IMC by Tom Duncau, Indian Edition Tata Mcgraw Hill Co.
5. Advertising Management Media approach for Market Research Global India Publications PVT Ltd., New Delhi.

E-RESOURCE

1. <https://www.linkedin.com/pulse/advertising-sales-promotions-abhar-khan>
2. http://oms.bdu.ac.in/ec/admin/contents/175_p16mba4em4_2020051909561946.pdf
3. <https://www.msuniv.ac.in/download/pdf/14170d897e7446f>
4. <https://www.bimkadapa.in/materials/aspm%20total%205%20units%20material.pdf>
5. <https://backup.pondiuni.edu.in/sites/default/files/advertising-sales-promotin-260214.pdf>



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV-Elective V – MARKETING OF SERVICES

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE5A

OBJECTIVES:

- To supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services.
- To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services
- To develop an understanding of the ‘state of the art’ of service management thinking.

UNIT: I Introduction

(16 Hours)

Developing a Framework for understanding Services Marketing – Classification of Services on similar characteristics- growth of service sectors and service industries.

UNIT: II Service Delivery and Promotion

(15 Hours)

Nature of service – Relationship with customers – customerisation and judgment in Service delivery – Nature of demand relative to supply method of service – Delivery – Significance of people based attribute and / or facility based attributed of the service product.

UNIT: III Market Segmentation and Positioning

(14 Hours)

Strategy Managing Customer Mix – Deciding on what segment of Customers to serve – Positioning the service – Developing of service positioning – Positioning map.

UNIT: IV Service Strategies

(15 Hours)

Managing Demand – Demand supply interaction – Strategies relating to demand – Inventory Demand – Flexible capacities – Modifying marketing mix elements to manage demand.

UNIT:V Implementation of Service Marketing

(15 Hours)

Service business as a system – service operations sub – systems – Service delivery subsystem – Service marketing subsystem – Planning, organization – and implementation of Marketing effort – inter functional Conflict between marketing and operation – Evaluation of marketing effort. Marketing of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism – Professional Service - Public Utility Services - Educational Services.

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand the essential knowledge on the components of services marketing and relate them to managing service quality.
2. Understand the customer experience and service quality of an organization
3. Acquire the skills to evaluate and develop solutions designed to build competitive advantage.
4. Create an environment of recognizing service in modern era of management and bifurcate goods along with service
5. Understand the role of technology in marketing of services.
6. Evaluate the market planning and control systems appropriate to service-based activities.

TEXT BOOK(S) :

1. Vinnie Jauhari & Kirtidutta, 2009, Services Marketing – operations and Management, Oxford University Press, Chennai.
2. K. Douglas Hofiman, John.E.G. Bateson 2017, 5th edition, Marketing of services, India Edition, , Cengage learning. Chennai.
3. Kapoor, Paul & Halder, 2011, Services marketing, TATA McGraw Hill Co – Chennai.
4. Govind Apte 2004, Services marketing, Oxford University Press, Chennai.
5. R. Srinivasan 2014, Services marketing, The Indian Context, , PHI learning. New Delhi

REFERENCE BOOK(S)

1. Arvin Lucy Ontidi 2015, Essentials of Service Marketing, LAP Lambert Academic Publishing
2. Audrey Gilmore, 2003, Services marketing and management by Response Book, SAGE Publications India Private Limited New Delhi.
3. Harsh V Verma, 2005 Services Marketing Text and Case, Pearson Learning Publication, New Delhi
4. Steve Baron and others 2002, Services marketing text and cases, Palgrave Macmillan London, Distributed by ANE book PVT Ltd., Chennai.
5. Nimit Chowdhary, 2005, Text book of marketing of services, Macmillan India Ltd., New Delhi

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2. http://www.sasurieengg.com/e-course-material/mba/ii-year-sem-3/ba7013%20service_marketing.pdf
3. https://ebooks.lpude.in/management/mba/term_4/dmgt510_services_marketing.pdf
4. <https://www.msuniv.ac.in/download/pdf/f6903394dc5b464>
5. http://sdeuoc.ac.in/sites/default/files/sde_videos/slm-mcom-service%20marketing.pdf



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV-Elective VI

RETAIL MANAGEMENT

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE6A

OBJECTIVES :

- To introduce the student to the world of retailing from a managerial viewpoint
- To Understand the integration of merchandise management and supply chain strategies leading to excellent customer service
- To Understand the financial implication of strategic retail decisions

UNIT-I: Introduction

(18 Hours)

Retailing – meaning, definitions, functions performed by retailers, Importance of retailing.

Requisites for successful retailer. Forces affecting retail sector in India. The retail life cycle. The strategic Retail Planning process, Retailing mix. Issues in Retailing.

UNIT: II Retail Formats

(18 Hours)

Traditional and modern formats of retail business –MNC'S role in organized retail format. Marketing Concepts in Retailing – Consumer purchase behaviour – Cultural and Social group influence on Consumer Purchase Behaviour.

UNIT: III Location Strategies

(13 Hours)

Retail Location strategies: Issue to be considered in site selection. Decisions on geographic locations of a retail store. Location site and types of Retail development. Types of planned shopping area. Factors involved in the location decision. Catchment area analysis.

UNIT- IV Merchandise Planning

(14 Hours)

Merchandise Planning – Stock turns, Credit Management, Retail Pricing, Return on per. sq. feet of space – Retail Promotions . Traffic flow and analysis – Population and its mobility – Exteriors and layout – Customer traffic flows and pattern – Creative display. Supply Chain Management – Warehousing – Role of IT in supply chain management.

UNIT- V-IT in Retailing

(12 Hours)

Consumerism and ethics in Retailing, Retail Audits, e-Retailing, Application of IT to Retailing, Retail Equity, Technology in Retailing – Retailing through the Internet.

Total Lecture Hours-75

COURSE OUTCOME

The Students should be able to

1. Understand the basic concepts of Retail Management
2. Access the knowledge of retail business and various retail formats and retail channels.
3. Understand the difference between Retail and Manufacturing Supply Chain
4. Monitor the retail supply chain and how to select a retail store location
5. Analyze Retail Market and Financial Strategy including product pricing.

TEXT BOOK(S)

1. Swapna Pradhan, 2020, Retailing Management, Text and cases by– Tata Mcgraw Hill, New Delhi
2. Rosemary Varley and Mohamed Raffiq, 2014, Principles of retail management, ANE books PVT Ltd., UK
3. Dunne Lusch, 2014, Retail management, cengage learning, Chennai.
4. James B. Ayers and Mary Odegaard 2017, special Indian Edition, Retail supply chain Management, ANE books PVT Ltd., Chennai
5. Neelesh Jani 2014, Retail Management, Global India Publications, New Delhi.

REFERENCE BOOK(S)

1. Michael Barton and others 2008, Retailing management, – Tata Mcgraw Hill co. New Delhi
2. Piyush Kumar Suiha and others 2012, Managing Retailing, Oxford University press. Chennai.
3. Andrew J. Newman and other, 2018, Retailing environment & operations cengage learning Chennai.
4. Nicholas Alexander 2009, International Retailing, Oxford University press Chennai.
5. KVS madaan, 2009, Fundamentals of Retailing –, Tata Mcgraw Hill Co. New Delhi
6. Chetan Bajaj and others. 2010, Retail Management –, Oxford University Press. Chennai.

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2. <http://sim.edu.in/wp-content/uploads/2018/02/retail-management-notes.pdf>
3. https://www.tutorialspoint.com/retail_management/retail_management_tutorial.pdf
4. <http://www.universityofcalicut.info/sde/vi%20sem.%20bba%20-%20marketing%20specialisation%20-%20retail%20management.pdf>
5. <http://arts.brainkart.com/article/elements-of-retail-strategy---retailers-and-wholesalers-950/>



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV- Elective IV MICRO FINANCE

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE4B

OBJECTIVES:

- To Comprehend the importance of Micro finance, techniques involved in their evaluation
- To Learn how to utilize economics, business and finance skills to promote small-business success
- To gain the knowledgeable about the benefits and controversies of microfinance in modern economies

UNIT-I Introduction to Micro Finance

(15 Hours)

Basics– Need for micro finance - Characteristics of Microfinance clients – Demand and supply of micro finance in developing countries–Nature of Micro finance Markets- Micro finance as a development strategy and as an industry – Microfinance Tools – Role of Grameen Bank - Microcredit - Innovations - Group lending-Stepped lending & Repeat loan - Character & cash flow based lending-Flexible approaches to collateral-Frequent & public installment for loan & saving products.

UNIT-II Financial and Operational Evaluation

(15 Hours)

Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements- Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance-Role of subsidies & Donors-Bench Marking-Rating MFIs.

Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment–CVPA Analysis–Operating Expenses-Operating Efficiency

UNIT- III Other Evaluations of Micro Finance

(15 Hours)

Market Evaluation – Managing MF Products & Services - methodologies in MF product design and pricing– Competition-Risks. Institutional Evaluation - Appraisals and ratings -Legal compliance- Issues in Governance Social Evaluation- Social performance Measurement - Indicators -Tools – Progress out of poverty index–Transparency–Ethics

UNIT- IV Micro Finance in India

(15Hours)

Challenges to Microfinance movement – Demand and Supply of Micro financial services– State Intervention in rural credit – RBI Initiatives- NABARD & SHG – Bank Linkup & Programs– Governance and the constitution of the Board of various forms of MFIs–Intermediaries for Micro finance–State sponsored Organizations.

UNIT-V Issues, Trends and Frontiers of Micro Finance

(15 Hours)

Issue–Role of Technology-Strategic issues in Micro finance: Sustainability-Opening new markets– Gender issues

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand the basic concept of microfinance management
2. Understand the Mechanism of Micro finance's Institution
3. Understand the role of self help groups and organizational structure of Micro Finance
4. Access the background , status and potential of Micro Finance in India
5. Execute the Legal and regulatory Framework for Micro finance services

TEXTBOOK(S)

1. IIBF,,January 2018,Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, Kolkata
2. BeatrizandJonathan,2011,TheEconomicsofMicrofinance, Prentice Hall of India, New Delhi
3. Indian Institute & Finance,2018,Microfinance Perspectives & Operations, , Macmillan India,Mumbai
4. Karmakar, K. G.2020. Microfinance in India, Sage Publication, United States
5. Nair, Tara S,2014,Microfinance in India, Taylor and Francis Books India Pvt.Ltd- Manohar,Chennai

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1. Dutt, Ruddar. &Sundharam, K. P. M.2013 Indian Economy, S. Chand &Company,New Delhi
2. Srinivasan, N.2012,Microfinance India : State of the sector Report 2011, Sage Publication,US
3. Puhazhendhi, Venugopalan. 2013, Microfinance India : State ofthe sector Report 2012, Sage Publication,US
4. SudhansuSekhar Nanda Dr. SumanKalyan Chaudhury,2019,Micro Finance Institutions Ans MBFcs In Indian Perspectives,KunalBooks,New Delhi.
5. J. Fresrick,Micro finance a tool to eradicate poverty 7th Edition, Vista International Publishing House,New Delhi

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STET SCHOOL OF MANAGEMENT (AUTONOMOUS)
(A UNIT OF SENGMALA THAYAAR EDUCATIONAL TRUST)
SUNDARAKKOTTAI, MANNARGUDI -614016

For the candidates admitted in the academic Year 2022-2023
MASTER OF BUSINESS ADMINISTRATION

Semester: IV-Elective V GLOBAL FINANCIAL MANAGEMENT

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE5B

OBJECTIVES:

- To enrich the students with the concepts of International Financial markets.
- To give an insight into merits and effects of Foreign Direct Investments.
- To Analyze, evaluate and synthesize both quantitative and qualitative financial information to influence problem solving and decision making.

UNIT-I Introduction

(15 Hours)

Globalization - Implications of Globalization – Goals of International Financial Management - scope of International Finance – International Monetary System – Bimetallism – Gold Standard – Bretton Woods System – Floating Exchange Rate Regime– European Monetary System – IMF – WTO – GATT .

UNIT-II Balance of Payment

(15 Hours)

Balance of Payments – Importance-Components-The Current Account – The Capital Account – significance – Balance of Trade and Balance of Payments-Balance of Payments in the World – Balance of Payments Account of India

UNIT-III Foreign Exchange Market

(20 Hours)

International Financial Markets – Sources of International Funds – Multilateral Development Banks – Governments/ Governmental Agencies – International Banks – Security Markets Instruments of International Financial Markets– International Equities – GDRs – ADRs - International Money Market and Bond Market Instruments – Euro Bonds – Repos – Euro Commercial Paper – Medium Term Notes – Floating Rate Notes – Loan Syndicates – Euro Deposits – Euro Issues in India.

UNIT-IV Currency Management

(13 Hours)

Currency Risk and Exposure – Types of Currency Risk – Management of Currency Risk– Concept and Measurement of Transaction Exposure - Techniques of Transaction Exposure Management – Translation Exposure – methods – Transaction Exposure Vs. Translation Exposure – Exchange Risk Management – Operating Exposure – measuring and managing Operating Exposure.

UNIT-V Foreign Direct Investment

(12 Hours)

Foreign Direct Investment (FDI) – Forms of FDIs – FDI in World – purpose of overseas investment – Benefits to the Host Countries – Effects of FDI – Political Risk.

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand the various stages of expansion overseas that multinational corporations utilize in order to benefit from globalization.

2. Understand the foreign exchange market and exchange rates.
3. Execute the use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.
4. Express well consider opinion on issues relating to International Financial Management
5. Evaluate foreign direct Investment and International acquisition opportunities

TEXT BOOK(S)

1. Joseph Anbarasu,2010, Global Financial Management, Ane, Delhi,.
2. Kevin s, 2010,Fundamentals Of International Financial Management, PHI, Delhi,
3. Jeff Madura, 2020,International Financial Management, Cengage learning, Delhi.
4. Bhalla V.K. 2014,International Financial Management (Text and Cases)S. Chand Publishing, New Delhi
5. Sheridan Titman, Arthur Keown,,2017,Financial Management Principles And Applications, Pearson Education India, New Delhi.

REFERENCE BOOK(S)

1. Thomas J. Obrien ,International Finance,2017, , Oxford University Press, Chennai.
2. PG. APTE, 2014,International Financial Management ,Tata Mcgraw Hill Co,New Delhi.
3. Alexander Britton and Jorissen,2014,Global Financial Reporting and Analysis, Cengagelearning,US.
4. Ephraim Clark,2019,,Financial Management – cengagelearning,US.
5. Thummuluri Siddaiah,2015,2Nd Edition,International Financial Management An Analytical Framework, Pearson Learning India New Delhi.

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2. <https://gurukpo.com/content/mba/ifm.pdf>
3. <https://iare.ac.in/sites/default/files/lecture%20notes-ifm.pdf>
4. <https://icmai.in/upload/students/syllabus-2008/studymaterialfinal/p-12.pdf>
5. <https://backup.pondiuni.edu.in/sites/default/files/global%20financial%20mgt-260214.pdf>



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV-Elective VI MERCHANT BANKING

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE6B

OBJECTIVES:

- To learn the various concepts in merchant banking and its role in appraisal of projects.
- To Understand the modes of issuing securities
- To analysis and acquire financial evaluation technique of leasing and hire purchase

UNIT -I Overview of Financial Services and Merchant Banking (15 Hours)

Introduction – An Over view of Indian Financial System – Merchant Banking in India -Functions of merchant banker– -financial institutions in merchant banking-Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Banking - Legal and Regulatory Frameworks – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges, OTCEI and NSE.

UNIT -II Venture Capital and Underwriting (15 Hours)

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Pricing – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Underwriting Arrangements - Dealing with Bankers to the Issue, Underwriters, Registrars, and Brokers – Offer for Sale-Book – Building – Green Shoe Option – E- IPO Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc.

UNIT- III Electronic Banking (15 Hours)

Electronic Banking: Current Trends and Role of information & Communication Technology in Banking - Core Banking Solutions vis-a-vis Traditional Banking - Banking Technology – Alternate Delivery Channels – ATMs, Credit/Debit Cards/Mobile Banking / Internet Banking etc. - Cheque Truncation System of cheque clearance, E-Lounges, UPI, BHIM (Bharath Interface for money), Products and Impact - Electronic Funds Transfers – Real Time Gross Settlements (RTGS) & National Electronic Funds Transfer (NEFT) –NACH Global Trends in Banking Technology - IT Security in Banks & Disaster Management - Marketing of Banking Services; Marketing of Banking Services – Meaning, Importance and Functions - Market Research & Product Development - Factors influencing Marketing of Banking Products Third Party Products in Banking, One stop shop Financial solutions in Banks - Financial Advisory Services (FAS).

UNIT-IV Mutual Funds (15 Hours)

Mutual Funds - Origin, Types of Mutual Funds, Importance, Mutual Funds Industry in India – SEBI's directives for Mutual Funds, Private Mutual Funds, Asset Management company – Unit Trust of India – Evaluation of Performance of Mutual Funds – Money Market Mutual Funds – RBI Guidelines – Venture Capital: Meaning, Origin, Importance, Methods, India Scenario.

UNIT-V Recent Scenario of Indian Insurance Sector (15 Hours)

Insurance – Meaning, Types, Insurance Industry in India and related reforms- IRDA Regulations – Other Financial Services – Credit Cards – Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades – Pension Plan.

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand the basic concepts of merchant banking system in India.
2. Access the knowledge of investment in primary market and secondary market
3. Understand the importance of Mutual Funds
4. Acquire the basic terms of credit rating and its regulatory
5. Evaluate the profile of different large FII MF on the basis of its working objectives and functions in developing country like india.

TEXT BOOK(S)

1. H.R. Machiraju, 2012, Merchant Banking, New Age International (P) Ltd.,
2. Madhu Vij, Swati Dhawan, September 2017, Merchant Banking and Financial Services, McGraw Hill Education, New Delhi.
3. Rajesh Kumar B. 2012. Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd., New Delhi
4. Gurusamy, 2013, Merchant Banking And Financial Services, Tata McGraw Hill, Delhi,
5. NISMM, March 2021, Merchant Banking, Taxmann Publications, New Delhi

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1. J.C. Verma, 2019, A Manual of Merchant Banking, Bharath Publishing House, New Delhi.
2. Brown John Crosby, 2018, Hundred Years of Merchant Banking, Franklin Classics Trade Press, New York
3. Bhalla. V.K. 2006, Management of Financial Services, Anmol, New Delhi.
4. Khan. M. Y. 2019, 10th Edition, Financial Services, Tata McGraw Hill, New Delhi.
5. Jay M. Desai and Nisarg A. Joshi, 2012, Mergers and Acquisitions, Biztantra, New Delhi.

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2. https://backup.pondiuni.edu.in/storage/dde/dde_ug_pg_books/mcom2002%20merchant%20banking%20and%20financial%20services%20ii%20year.pdf
3. https://www.brainkart.com/article/an-overview-of-indian-financial-system_6149/
4. https://www.brainkart.com/article/merchant-bankers-and-capital-issues-management_6172/
5. http://oms.bdu.ac.in/ec/admin/contents/316_p16mba4ef6_2020052401560627.pdf



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV-Elective IV PUBLIC RELATIONS MANAGEMENT

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE4C

OBJECTIVES

- To designed & encourage the students to give critical consideration to the place of theory within PR practice and to apply the theories on real case analysis.

- To sensitize students on various gender/ social communication issues in the light of concepts
- Understanding and applying key elements within Public Relations

UNIT- I Introduction to Public Relations (18 Hours)

Introduction to P.R. – Definition, Nature, History and Development, Role of PR, Models of PR, Principles of PR, PR associations. Objectives Of Public Relations, Emergence Of Public Relation.

UNIT- II Ethics and Value of Public Relation Process (12 Hours)

Public Relations Process, PR Problems, Elements of Public Relations, The Psychological factors that affect the perception of the public, decision making process.

UNIT- III Conceptual Framework for Public Relation Development (15 Hours)

Public Opinion Research, Functions of Public Relations Department, PR Professional Code. Relations with the Government, Community Relations, Shareholders Relations, Promotion Programmes, Donations, Employee Publications, Guest Relations, Establishment of Relations with The Public.

UNIT- IV Managing Relation with Media (15 Hours)

Media & Tools: Press, Radio, Television, Documentaries, Films. Company Literature: Annual reports, manuals Brochures Information bulletins, House Journals, News Letters, Direct mailing.

UNIT -V Promotional Techniques of Public Relation Management (15 Hours) Advertising and Promotional Techniques: Promoting and positioning your organization through Advertising, Exhibitions, open house, Tournaments etc., Lobbying, and Managing Rumors & Leaks.

Total Lecture Hours- 75

COURSE OUTCOME

The students should be able to

1. Understand the basic public relations management principles to a variety of organizational situations and circumstances.
2. Access the strategies , tactics and techniques of public relations programme
3. Analyze the role of public relations professional in the corporate environment .
4. Analyze the various stakeholders involved in private and public organizations that use public relations strategies
5. Implement the necessary steps for initial strategic communication campaign.
6. Evaluate the multi culturalism and diversity impact on global public relations theory and practice

TEXT BOOK(S)

1. Allen H. Center and, patrick Jackson ,Public relations practices 2008,Seventh Edition ,case studies and problems ,- PHI learning India PVT Ltd.,New Delhi

2. Iqbal Sachdeva, 17 June 2009, Public Relations: Principles and Practices, ,Oxford University,Chennai
 3. Jaishri Jethwaney , N.N Sarkar, January 2015, Public Relations Management ,Sterling,NewDelhi
 4. Reddi C.V.N. January 2013, Second edition Effective Public Relations and Media Strategy,Prentice Hall India Learning Private Limited,Newdelhi
 5. Sukumar Chatterjee , January 2009, . Public Management: Maximize Efficiency and Effectiveness, Global India Publications,New Delhi
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REFERENCE BOOK (S)

1. C.,V. Narasimha Reddy 2013,Effective public relations and media strategy by– PHI learning India PVT Ltd., New Delhi
2. Jasvinder Singh, March 2011,Public Relations Management: Practical Guidelines for Effective PR Management,Global India Publications,New Delhi
3. Patricia J Parsons 2016, 2nd edition , Ethics in Public Relations, Kogan Publication, New Delhi
4. Alvin C Croft .September 2013,Managing a Public Relations Firm for Growth and Profit, Routledge ,UK
5. J.V. Vilanilam,May 2011,Public Relations in India: New Tasks and Responsibilities Sage India, New Delhi

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3. <http://egyankosh.ac.in/bitstream/123456789/7643/1/unit-3.pdf>
4. http://www.nraismc.com/wp-content/uploads/2017/03/302-public_relation.pdf
5. <https://2012books.lardbucket.org/pdfs/public-relations.pdf>



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV-Elective V MANAGING INTERPERSONAL EFFECTIVENESS

Ins.Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE5C

OBJECTIVES:

- To make the students aware, monitor and build self – efficiency
- To give an insight into changing attitude and environment influence.
- To helps the students to understand the concepts of stress.

UNIT- I Self Perception and Self-Presentation**(15 Hours)**

Defining & perceiving self, gaining self-knowledge, self-effectiveness, self-presentation, self- presentation motives and strategies, impression management, Self-monitoring.

UNIT- II Emotional Competencies**(15 Hours)**

Emotional Competencies: The emotional competency framework- Self-awareness, self-regulation, motivation, social awareness (empathy) and Social skill (relationship management), Measuring Emotional Intelligence- The emotional competency inventory.

UNIT- III Attitude and Attitude Change**(13 Hours)**

The nature of attitude, changing attitudes – theoretical perspectives, changing attitudes through persuasion, Avoiding measurement pitfalls, conditions promoting and reducing consistency. Environmental Influence : Territoriality, crowding, environmental quality and social behaviour, the impact of our surroundings.

UNIT- IV Transactional Analysis**(12 Hours)**

Introduction – Ego States – Exclusion Contamination – Strokes, Life Positions – Types of Transactions – Time Structures – Withdrawal – Rituals – Pastimes –Activities – Games – Types – Stamps – Rackets and Sweat Shirts – Scripts – Advantages and Disadvantages of TA – TA Tips for Performance Interviews – Development Planning with Subordinates – TA Tips for Selection.

UNIT –V Quality of Work Life (QWL)**(20 Hours)**

Quality of Work Life : Working and well being, The working woman and the stress on working women, using social psychology to improve quality of work life. Counseling – Introduction – Other Interventions – Steps, Elements of Counseling – Counseling in Organizations – Training for Counseling.

Total Lecture Hours- 75**COURSE OUTCOME**

The Students should be able to

1. Understand the role of communication in personal & professional success.
2. Understand the self analyze and reflection to examine personal communication style and the attitudes and beliefs and values that underlie them
3. Apply and present messages with a specific intent.
4. Recognize the importance of interpersonal skill
5. Execute the components of effective interpersonal skill

TEXT BOOK(S)

1. Jerald Greenberg and Robert. A. Baron 2009, Behaviour in Organisations – PHI learning India PVT Chennai.
2. Jai B.P. Sinha, 2008, Culture and Organisational Behavior, Sage publication, Chennai
3. S. Fayyaz Ahmed and others 2008, Organisational behaviour – Atlantic publishers, Chennai.
4. Slocum and Hellriegel, 2006, Fundamentals of Organizational behaviour India Edition by cengage learning chennai.
5. Steven L MC Shane and others ,2008, Organisational Behaviour, Tata MCgrawhill Co. New Delhi

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1. RISO . R.J and Turner R.N ,Essential social Psychology,Thousand Oaks, CA; International Edition – Sage publication, chennai.
2. John. W. Newstrom 2017,Organisational Behaviour By – Tata Mcgraw Hill, Special Indian Edition New Delhi
3. Steeven L. MC Shane,2016,Working Woman and the stress organisationalbehaviour Tata Mcgraw hill. New Delhi
4. [UdaiPareek And SushamaKhanna](#) . January 2018,UnderstandingOrganisationalBehaviour, Oxford University Press Chennai.
5. [John B. Campbell Calvin S. Hall, Gardner Lindzey](#), 1 January 2007, Fourth Edition Theories Of Personality, Wiley,New Delhi

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2. http://oms.bdu.ac.in/ec/admin/contents/160_p16mba4eh5_2020051801015352.pf
3. <https://www.himgirizeeuniversity.edu.in/uploads/2020/9/interpersonal%20skills%20at%20work.pdf>
4. <http://www.ddegjust.ac.in/studymaterial/mba/obh-312.pdf>
5. <http://www.sasurieengg.com/e-course-material/mba/ii-year-sem-3/ba7031%20managerial%20behaviour%20and%20effectiveness.pdf>



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV-Elective VI HUMAN RESOURCE PLANNING AND AUDIT

Ins. Hrs./Week:5

Course Credit: 4

Course Code: 23PMBAE6C

OBJECTIVES:

- To imparting relevant knowledge required to perform the functions of human resource planning within an organization
- To familiarize the students with the basic concepts, tools and techniques of work study to assess the human resources requirements quantitatively.
- To enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions

UNIT-I Introduction to Human Resource Planning and Audit

(15 Hours)

Basics in HR Planning : Introduction-Importance-Need for Human Resource Planning- Concepts & Process of HRP, Approches: Social demand approach, Rate of return approach, Manpower requirement approach- Benefits of HRP-Problems/barriers to HRP- objectives of HRP - Significance and methods of HRP - Methods of Forecasting, Demand and supply forecasting - Models of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.

UNIT- II Human Resource Planning Methodology (20 Hours) HR Planning -Methods &Techniques : Demand Forecasting: Managerial Estimates, Trend Analysis, Markov Analysis, Utilization Analysis: Work Study, Job Analysis, Supply Forecasting Inventory Analysis, Wastage Analysis, Balancing Supply & Demand, Issues of Shortage & Surplus.

UNIT -III Human Resource Information System (15 Hours) Human Resource Information System (HRIS)- Need- Importance- Process-Practical Usage- Practice in Indian Corporate - Introduction to SAP and People soft .

UNIT- IV Ethical Issue (15 Hours)
Ethical issues in Human Capital Planning - Ethical issues in Recruitment and Selection, Ethical issues in Attrition and Retention, Ethical issues in Appraisal - Enhancing the effectiveness of Recruitment & Selection.

UNIT- V Conceptual Understanding of Human Resource Audit (15 Hours)
Measurement of HR Planning: HR Audit, HR Accounting. HR Plan - Implementation Strategies: Recruitment , Redeployment, Redundancy, Retention, Productivity Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan

Total Lecture Hours- 75

COURSE OUTCOME

The Students should be able to

1. Understand the basic concept of Human Resource Planning and Audit
2. Plan human resources and implement techniques of job design
3. Implement the policies related to Recruit, train, and appraise the performance of employees
4. Execute the rational design of compensation and salary administration
5. Analysis the employee issues and evaluate the new trends in HRM

TEXT BOOK(S)

1. Ashwathappa, K., 2010, Human Resource Management, 6th Edition, TataMcGrawHill.,Ltd., NewDelhi.
2. DeCenzo, D.A. and Robbins, S.P. 2011, 10th Edition, Human Resource Management, Wiley IndiaPvt. Ltd.,Chennai.
3. Dessler, G, 2011, Human Resource Management, 12th Edition, Pearson Learning ,Chennai
4. Ivaneceovich, J.M.,2010, Human Resource Management, 10th Edition, Tata McGrawHill EducationPvt. Ltd.New Delhi
5. Mamoria, C.B. and Gaonkar, S.V,2011,Personnel Management, Himalaya PublishingHouse,Mumbai

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1. Bell D J: 2007, Planning Corporate Manpower, Prentice Hall Press, New Delhi
2. Bennis M. & J Casson 2007, The Manpower Planning Handbook, McGraw Hill, New Delhi
3. Pettman B.O. & G Tavemeir 2007, Manpower Planning Workbook, Gower Publishing Company, UK.
4. Arun Sekhr, 2013, First Edition, Human Resource Planning And Audit, Himalaya Publishing House, Mumbai
5. John McConnell 2011, Auditing Your Human Resources Department, AMACOM; Second Edition, New York.

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2. <https://www.ihmnotes.in/assets/docs/iou/ts-03/unit13%20human%20resource%20management.pdf>
3. <https://www.ihmnotes.in/assets/docs/igu/ts-07/unit-3,human%20resource%20information.pdf>
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