

MBA

LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS-LOCF)
(For the candidates admitted in the academic year 2023-2024)

COURSE STRUCTURE WITH SYLLABUS

PROGRAMME CODE: 2PAMBA

2023-2024



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.



SENGAMALA THAYAAR EDUCATIONAL TRUST WOMEN'S COLLEGE (AUTONOMOUS)

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MANAGEMENT STUDIES

CHOICE BASED CREDIT SYSTEM - LEARNING OUTCOMES BASED CURRICULUM FRAMEWORK (CBCS-LOCF)

(For the candidates admitted in the academic year 2023-2024)

CHOICE BASED CREDIT SYSTEM

The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a 'cafeteria' type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning. Our College has moved to CBCS and implemented the grading system.

OUTCOME-BASED EDUCATION (OBE) LEARNING OUTCOME-BASED CURRICULUM FRAMEWORK (LOCF)

The fundamental premise underlying the learning outcomes-based approach to curriculum planning and development is that higher education qualifications are awarded on the basis of demonstrated achievement of outcomes (expressed in terms of knowledge, understanding, skills, attitudes and values) and academic standards expected of graduates of a programme of study. Learning outcomes specify what graduates completing a particular programme of study are expected to know, understand and be able to do at the end of their programme of study. The expected learning outcomes are used as reference points that would help to formulate graduate attributes, qualification descriptors, programme learning outcomes and course learning outcomes which in turn will help in curriculum planning and development, and in the design, delivery and review of academic programmes. They provide general guidance for articulating the essential learnings associated with programmes of study and courses within a programme, maintain national standards and international comparability of learning outcomes and academic standards to ensure global competitiveness, and to facilitate student/graduate mobility and provide higher education institutions an important point of reference for designing teaching-learning strategies, assessing student learning levels, and periodic review of programmes and academic standards.

Some important aspects of the Outcome Based Education

Course: is defined as a theory, practical or theory cum practical subject studied in a semester.

Course Outcomes (COs): are statements that describe significant and essential learning that learners have achieved, and can reliably demonstrate at the end of a course. Generally three or more course outcomes may be specified for each course based on its weightage.

Programme: is defined as the specialization or discipline of a Degree.

Programme Outcomes (POs): Programme outcomes are narrower statements that describe what students are expected to be able to do by the time of graduation. POs are expected to be aligned closely with Graduate Attributes.

Programme Specific Outcomes (PSOs): PSOs are what the students should be able to do at the time of graduation with reference to a specific discipline.

Some important terminologies repeatedly used in LOCF.

Core Courses (CC): A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course. These are the courses which provide basic understanding of their main discipline. In order to maintain a requisite standard certain core courses must be included in an academic program. This helps in providing a universal recognition to the said academic program.

Discipline Specific Elective Courses (DSE): Elective course may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective (DSE). These courses offer the flexibility of selection of options from a pool of courses. These are considered specialized or advanced to that particular programme and provide extensive exposure in the area chosen; these are also more applied in nature.

Generic Elective Courses: An elective course chosen generally from an **unrelated discipline/subject**, with an intention to seek exposure is called a Generic Elective. Generic Elective courses are designed for the students of other disciplines. Thus, as per the CBCS policy, the students pursuing particular disciplines would have to opt Generic Elective courses offered by other disciplines, as per the basket of courses offered by the college. The scope of the Generic Elective (GE) Courses is positively related to the diversity of disciplines in which programmes are being offered by the college.

Skill Enhancement Courses (SECs): These courses focus on developing skills or proficiencies in the student, and aim at providing hands-on training. Skill enhancement courses can be opted by the students of any other discipline, but are highly suitable for students pursuing their academic programme. These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge.

Field Study/Industrial Visit/Case Study: It has to be completed during the fifth semester of the degree programme. Credit for this course will be entered in the fifth semester's marks statement.

Internship: Students must complete internship during summer holidays after the fourth semester. They have to submit a report of internship training with the necessary documents and have to appear for a viva-voce examination during fifth semester. Credit for internship will be entered in the fifth semester's mark statement.

Extra Credit Courses: In order to facilitate the students, gaining knowledge/skills by attending online courses MOOC, credits are awarded as extra credits, the extra credit are at three semesters after verifying the course completion certificates. According to the guidelines of UGC, the students are encouraged to avail this option of enriching their knowledge by enrolling themselves in the Massive Open Online Courses (MOOC) provided by various portals such as SWAYAM, NPTEL etc.

Post graduate Programme:

Programme Pattern: The Post Graduate degree programme consists of **FIVE** vital components. They are as follows:

- Part –A : Core Course (Theory) Project
- Part-B (i) : Elective courses
- Part-B (ii) : Extra Disciplinary Course, Soft Skills, Professional Competency course
- Part-B (iii) : Internship
- Part –C : Extension activity

EXAMINATION

Continuous Internal Assessment (CIA):

PG - Distribution of CIA Marks

Passing Minimum: 50 %

Assignments – 3 = 30%

Tests- 2= 50%

Seminar=10 %

Attendance= 10 %

Question Paper Pattern

Part A: includes two subsections

Part A 1 (10X1=10 marks)

One word question/ Fill in /True or False/ Multiple Choice Questions

Two Questions from Each unit

Part A 2 (5X2=10 marks)

Short Answers/ Match the following

One question from Each unit

Total Marks - 20

Part B: (5X5=25 marks)

Paragraph Answers

Either/ or type, One Question from each unit

Part C: (10X3=30)

Essay Type Answers

Answer 3 out of 5 Questions

One Question from each unit

Part A: K1 Level

Part B: K2, K3 and K4 Level

Part C: K5 and K6 Level

Knowledge levels for assessment of Outcomes based on Blooms Taxonomy

S.No.	Level	Parameter	Description
1	K1	Knowledge/Remembering	It is the ability to remember the previously learned
2	K2	Comprehension/ Understanding	The learner explains ideas or concepts
3	K3	Application/Applying	The learner uses information in a new way
4	K4	Analysis/Analysing	The learner distinguishes among different parts
5	K5	Evaluation/Evaluating	The learner justifies a stand or decision
6	K6	Synthesis/Creating	The learner creates a new product or point of view

WEIGHT AGE of K –LEVELS IN QUESTIONPAPER

(Cognitive Level) K-LEVELS →	Lower Order Thinking			Higher Order Thinking			Total
	K1	K2	K3	K4	K5	K6	
END SEMESTER EXAMINATIONS (ESE)	20	25		30			75
Continuous Internal Assessment (CIA)	20	25		30			75

QUESTION PATTERN FOR END SEMESTER EXAMINATION/ Continuous Internal Assessment

PART	MARKS
PART –A I. (No choice, One Mark) TWO questions from each unit (10x1=10)	20
II. (No choice, Two Mark) ONE question from each unit (5x2=10)	
PART –B (Either/ or type, 5-Marks) ONE question from each unit (5x5=25)	25
PART –C (3 out of 5) (10Marks) ONE question from each unit (3x10=30)	30
Total	75

BLUE PRINT OF QUESTION PAPER FOR END SEMESTER EXAMINATION

DURATION: 3.00 Hours.		Max Mark :75						
K-LEVELS		K1	K2	K3	K4	K5	K6	Total Marks
PART								
PART –A (One Mark, No choice) (10x1=10)		10						10
(2-Marks,Nochoice) (10x2=20)		10						10
PART –B (5-Marks)(Either/or type)(5x5=25)			5	10	10			25
PART –C (10 Marks)(3 out of 5) (3x10=30) Courseshavingonly K5,K6 levels, K5 level- 3 Questions, K6 level- 2 Questions (One K6 level question is compulsory)						20	10	30
Total		20	05	10	10	20	10	75

EVALUATION

GRADING SYSTEM

Once the marks of the CIA and the end-semester examination for each of the courses are available, they will be added and converted as final mark. The marks thus obtained will then be graded as per the scheme provided in Table-1.

Grade Point Average (GPA) will be calculated from the first semester onwards for all semester. From the second semester onwards, the total performance within a semester and the continuous performance starting from the first semester are indicated by semester Grade Point Average (GPA) and Cumulative Grade Point Average (CGPA) , respectively. These two are calculated by the following formulae:

$\text{GPA} = \frac{\sum_{i=1}^n C_i G_i}{\sum_{i=1}^n C_i}$	$\text{WAM (Weighted Average Marks)} = \frac{\sum_{i=1}^n C_i M_i}{\sum_{i=1}^n C_i}$
Where, C_i is the Credit earned for the Course i G_i is the Grade Point obtained by the student for the Course i M_i is the marks obtained for the course i and N is the number of Courses Passed in that semester.	

CGPA: Average GPA of all the Courses starting from the first semester to the current semester.

CLASSIFICATION OF FINAL RESULTS:

- i. The classification of final results shall be based on the CGPA, as indicated in Table-2.
- ii. For the purpose of Classification of Final Results, the candidates who earn the CGPA 9.00 and above shall be declared to have qualified for the Degree as 'Outstanding'. Similarly the candidates who earn the CGPA between 8.00 and 8.99, 7.00 and 7.99, 6.00 and 6.99 and 5.00 and 5.99 shall be declared to have qualified for their Degree in the respective programmes as 'Excellent', 'Very Good', 'Good', and 'Above Average' respectively.
- iii. Absence from an examination shall not be taken an attempt.

Table- 1: Grading of the Courses

Marks Range	Grade Point	Corresponding Grade
90andabove	10	O
80andaboveandbelow90	9	A+
70andaboveandbelow80	8	A
60andaboveandbelow70	7	B+
50andaboveandbelow60	6	B
Below50	NA	RA

NA- Not Applicable, RA- Reappearance

The candidates performance in every current semester is indicated by **Semester Grade Point Average (SGPA)** and from the second semester onwards, the continuous performance including previous semester/s is indicated by **Cumulative Grade PointAverage (CGPA)**

Table-2: Final Result

CGPA	Corresponding Grade	Classification of Final Result
9.00andabove	O	Outstanding
8.00 to 8.99	A+	Excellent
7.00 to 7.99	A	Very Good
6.00 to 6.99	B+	Good
5.00 to 5.99	B	Above Average

*The candidates who have passed in the first appearance and within the prescribed duration of the PG Programme are eligible. If the candidate's Grade is O/A+ with more than one attempt, the performance is fixed as "Very Good"

Vision

To Develop into a Centre of Excellence in Business Administration so as to nurture creativity, encourage entrepreneurship, enhance employability and holistic development among women students.

Mission

- Equipping students with the fundamental management concepts and skills by adopting application based, innovative and quality teaching and research.
- Empowering the women students in transformative educational experience with in-depth Disciplinary knowledge and interpersonal skills.
- Providing transformational learning to create responsible and ethical leaders
- Creating value for students through activities that lead to career success and the advancement of professional knowledge.

PROGRAMME OUTCOMES FOR MBA DEGREE PROGRAMMES

PO.No	Programme Outcomes <i>(Upon completion of the MBA Degree Programme, the Post graduate will be able to)</i>
PO-1	Disciplinary Knowledge: Demonstrate broad and in-depth knowledge and create innovative strategies in the chosen field of Finance, Marketing and Human Resource Management
PO-2	Critical Thinking and Problem Solving : Apply analytic thought to a body of knowledge, analyse and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence, identify relevant assumptions or implications, formulate coherent arguments, critically evaluate practices, policies and theories by following scientific approach to knowledge development: solve problems and extrapolate the same to reallife situation
PO-3	PO 3. Information/digital literacy and Communication Skills: Use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources, and use appropriate software for analysis of data: communicate thoughts and ideas analytically and effectively in writing and orally using appropriate media, and present complex information in a clear and concise manner to different groups.
PO-4	Research-related skills: Demonstrate sense of inquiry and capability for asking relevant/appropriate questions, problematising, synthesising and articulating; recognise cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause- and-effect relationships and plan, execute and report the results of an experiment or investigation.
PO-5	Leadership Skills: Emerge as Women leaders who serve as transformational catalysts in policy making in commerce and business.
PO-6	Entrepreneurial skills and Multi-tasking competence: Undertake independent entrepreneurial ventures and startups and function in multi-disciplinary work environment, good interpersonal skills as a leader in a team in appreciation of professional ethics and societal responsibilities.
PO-7	Moral and ethical awareness/reasoning: Embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work, demonstrate the ability to identify ethical issues related to one's work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights, appreciate environmental and sustainability issues, and adopt objective, unbiased and truthful actions in all aspects of work.
PO-8	Self directed Learning: Work independently, identify appropriate resources required for a project, and manage a project till completion.
PO-9	Lifelong Learning : Engage in continuous learning for professional growth and development, acquire knowledge and skills, adapt to changing environment and to changing trades and demands of work place through knowledge/skill development/reskilling.
PO-10	Global Orientation and Cross-Cultural Appreciation: Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.

PROGRAMME SPECIFIC OUTCOME (PSO)

PSO No.	Program Specific Outcomes <i>(Upon completion of the MBA Degree Programme, the Post graduate will be able to)</i>
PSO-1	Understand the application of theoretical studies into the real time application based approaches through Case based study, Internship and on-job training method.
PSO-2	Develop into competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society, aligned with the national priorities.
PSO-3	Build requisite knowledge, skills & right attitudes necessary to create effective leadership so as to prove, develop and sustain in a global environment
PSO-4	Show Leadership, Creativity, and excellence in industry and academia
PSO-5	Understand societal and ecological issues relevant to professional managerial practice.
PSO-6	Show business and management acumen, who shall hold high degree of human values and social consciousness in their professional and personal lives.
PSO-7	Develop entrepreneurship facilities such as incubation center, entrepreneurship development center for taking up start ups or grow existing business.

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SUNDARAKKOTTAI, MANNARGUDI, THIRUVARUR (DT)



**MASTER OF BUSINESS ADMINISTRATION
CHOICE BASED CREDIT SYSTEM –LEARNING OUTCOME BASED CURRICULUM
FRAME WORK (CBCS-LOCF)**

(For the candidates admitted from the academic year 2023 – 2024 onwards)

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

Sem	Part	Course	Course Code	Title of the Paper	Ins. Hrs/Week	L	T	P	O	Credit	Exam Hours	Marks		Total
												CI A	ESE	
I	Part A	Core Course - I	P23MBA101	Management Principles and Business Ethics	5	5		-		5	3	25	75	100
		Core Course - II	P23MBA102	Quantitative Techniques and Research Methods in Business	5	4	1	-		4	3	25	75	100
		Core Course - III	P23MBA103	Managing Organizational Behaviour	5	5	-		-	4	3	25	75	100
		Core Course - IV	P23MBA104	Accounting for Managers	5	4	1	-	-	4	3	25	75	100
		Core Course - V	P23MBA105	Managerial Economics	5	5	-	-	-	4	3	25	75	100
	Part B (ii)	EDC-I	P23MBAED11	Extra Disciplinary Course I- Entrepreneurship Development	3	3	-	-	-	2	3	25	75	100
		Soft Skills – I	P23MBASS11	Soft Skills – I – Executive Communication	2	-	-	2	-	2	3	25	75	100
TOTAL					30	26	2	2	-	25	-	-	-	700
II	Part A	Core Course - VI	P23MBA206	Applied Operations Research	5	4	1	-		5	3	25	75	100
		Core Course - VII	P23MBA207	Human Resource Management	5	5		-		4	3	25	75	100
		Core Course - VIII	P23MBA208	Marketing Management	5	5	-		-	4	3	25	75	100
		Core Course - IX	P23MBA209	Operations Management	4	3	1	-	-	4	3	25	75	100
		Core Course - X	P23MBA210	Financial Management	4	3	1	-	-	4	3	25	75	100
	Part B (ii)	EDC-II	P23MBAED22	Extra Disciplinary Course II International Business	3	3	-	-	-	2	3	25	75	100
		Soft Skills – II	P23MBASS22	Soft Skills – II- Business Etiquette	2	-	-	2	-	2	3	25	75	100
Soft Skills – III		P23MBASS23	Soft Skills – III- Computing Skills	2	-	-	2	-	2	3	25	75	100	
TOTAL					30	23	3	4	-	27	-	-	-	800

Sem	Part	Course	Course Code	Title of the Paper	Ins. Hrs/Week	L	T	P	O	Credit	Exam Hours	Marks		Total	
												CI A	ESE		
III	Part A	Core Course-XI	P23MBA311	Information Systems for Business	5	5	-	-	-	5	3	25	75	100	
		Core Course-XII	P23MBA312	Legal Systems in Business	6	6	-	-	-	4	3	25	75	100	
	Part B (i)	EC-I	P23MBAE1A/ P23MBAE1B/ P23MBAE1C	Course A-I / B-I / C-I	4	4	-	-	-	3	3	25	75	100	
		EC-II	P23MBAE2A/ P23MBAE2B/ P23MBAE2C	Course A-II / B-II / C-II	4	4	-	-	-	3	3	25	75	100	
		EC-III	P23MBAE3A/ P23MBAE3B/ P23MBAE3C	Course A-III / B-III / C-III	3	3	-	-	-	3	3	25	75	100	
		EC-IV	P23MBAE4A/ P23MBAE4B/ P23MBAE4C	Course A-IV / B-IV / C-IV	3	3	-	-	-	3	3	25	75	100	
	Part B (ii)	EDC-III	P23MBAED33	Extra Disciplinary Course III- Employability Skills	3	3	-	-	-	2	3	25	75	100	
		Soft Skills – IV	P23MBASS34	Soft Skills – IV- Leadership and Team Building Skills	2	-	-	2	-	2	3	25	75	100	
	Part B (iii)	***Summer Internship				-	-	-	-	-	4	-	-	-	100
	TOTAL					30	28	-	2	-	29	-	-	-	900
IV	Part A	Core Course-XIII	P23MBA413	Strategic Management	6	6	-	-	-	4	3	25	75	100	
		EC-V	P23MBAE5A/ P23MBAE5B/ P23MBAE5C	Course A-V / B-V / C-V	3	3	-	-	-	3	3	25	75	100	
		EC-VI	P23MBAE6A/ P23MBAE6B/ P23MBAE6C	Course A-VI / B-VI / C-VI	3	3	-	-	-	3	3	25	75	100	
		Project	P23MBAPW	Project with Viva Voce	16	16	-	-	-	8	-	50	150	200	
	Part B (ii)	Professional Competency Course	P23PCMBA41	Taxation	2	2	-	-	-	2	3	25	75	100	
Part C				Extension Activity	-	-	-	-	-	1	-	-	-	-	
TOTAL					30	30	-	-	-	21	-	-	-	600	
GRAND TOTAL					120	107	5	8	-	102				3000	
Extra Credit				MOOC/SWAYAM/NPTEL	-	-	-	-	-	2	-	-	-	-	
				Value added Courses (At least one per Year)	-	-	-	-	-	2	-	-	-	-	-

S.NO	Semester	Course Code	Value added Courses
1	II	P23MBAVA21	Women and Society in India
2	III	P23MBAVA32	Social Etiquette

Credit Distribution for MBA

S.No	Course Details	No. of Course	Credit
Part A	Core Course	13	55
	Project Work with Viva Voce	1	8
Part B (i)	Elective Course	6	18
Part B (ii)	Extra Disciplinary Course	3	6
	Soft Skills Course	4	8
	Professional Competency Course	1	2
Part B (iii)	Internship	1	4
Part C	Extension Activity	1	1
	Total Credit		102

Part A component and Part B (i) will be taken into account for CGPA calculation for the postgraduate programme and the other components of Part B and Part C have to be completed during the duration of the programme as per the norms, to be eligible for obtaining the PG degree.

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

Elective – IV Course A-IV/Course B-IV/Course C-IV

Semester –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							
Seme ster	Course	Subject Title	Hours	Credit	Marks		Total
					Int.	Ext.	
III	A. Marketing						
	E-Course-I	Rural Marketing	4	3	25	75	100
	E-Course-II	Marketing Analytics	4	3	25	75	100
	E-Course-III	Brand Management	3	3	25	75	100
	E-Course-IV	Customer Relations Management	3	3	25	75	100
Total			14	12	100	300	400
IV	E-Course-V	Advertising Management and Sales Promotion	3	3	25	75	100
	E-Course-VI	Digital Marketing	3	3	25	75	100
Total			6	6	50	150	200
III	B. Finance						
	E-Course-I	Security Analysis and Portfolio Management	4	3	25	75	100
	E-Course-II	Banking and Insurance	4	3	25	75	100
	E-Course-III	Derivatives Management	3	3	25	75	100
	E-Course-IV	Financial Services and Merchant Banking	3	3	25	75	100
Total			14	12	100	300	400
IV	E-Course-V	Financial Planning and Wealth Management	3	3	25	75	100
	E-Course-VI	International Financial Management	3	3	25	75	100
Total			6	6	50	150	200
III	C. Human Resource						
	E-Course-I	Industrial and Labour Relations	4	3	25	75	100
	E-Course-II	Human Resources Information System	4	3	25	75	100
	E-Course-III	Emotional Intelligence for Managerial Effectiveness	3	3	25	75	100
	E-Course-IV	Human Resources Analytics	3	3	25	75	100
Total			14	12	100	300	400
IV	E-Course-V	International Human Resources Management	3	3	25	75	100
	E-Course-VI	Compensation and Rewards Management	3	3	25	75	100
Total			6	6	50	150	200

Electives: Choose any one Group							
Semester	Course	Subject Title	Hours	Credit	Marks		Total
					Int.	Ext.	
D. System							
III	E-Course-I	Database Management System	4	3	25	75	100
	E-Course-II	System Analysis and Design	4	3	25	75	100
	E-Course-III	Decision Support System	3	3	25	75	100
	E-Course-IV	E – Business	3	3	25	75	100
Total			14	12	100	300	400
IV	E-Course-V	Internet of Things	3	3	25	75	100
	E-Course-VI	Cloud Computing	3	3	25	75	100
Total			6	6	50	150	200

*** Students should choose six elective course from the specialization list in consultation with the Head of the Institution.**

***** Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the college and marks shall be sent to the COE and the same will be included in the Third Semester Marks Statement.**

L-Lecture

T-Tutorial

P- Practical

O-Project

#The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 150 Marks (6 Credits).

#The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 50 Marks (2Credits).

SEMESTER III



STET SCHOOL OF MANAGEMENT (AUTONOMOUS)
(A UNIT OF SENGAMALA THAYAAR EDUCATIONAL TRUST)
SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

Semester: III -CC- XI: INFORMATION SYSTEMS FOR BUSINESS

Ins.Hrs./Week:5

Course Credit: 5

Course Code: P23MBA311

UNIT-I Introduction (15 Hours)

Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.

UNIT-II Information system (15 Hours)

Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.

UNIT-III Functional Management Information System (15 Hours)

Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.

UNIT-IV Decision making (15 Hours)

Data Science - Block Chain Technology; Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS; Information system audit and control – E-Governance. E-commerce and E-Business models.

UNIT-V Enterprise Resource Planning (15 Hours)

Enterprise Resource Planning (ERP) System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERP Package, ERP implementation, Customer Relationship management.

COURSE OUTCOME:

The students should be able to

1. Learn the importance of data and information in managerial decision making.
2. Possess on the various IS and the its relevance to Organizational environment
3. Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR
4. To study the various models and new technologies
5. Be exposed on the importance of selecting the appropriate ERP and its implementation

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STET SCHOOL OF MANAGEMENT (AUTONOMOUS)
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SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

Semester: III -CC- XII: LEGAL SYSTEMS IN BUSINESS

Ins.Hrs./Week:6

Course Credit: 4

Course Code: P23MBA312

UNIT-I The Law of Contracts

(18 Hours)

The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.

UNIT-II Sale of Goods Act and Negotiable Instruments Act

(18 Hours)

Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.

Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristic

UNIT-III Partnership Act and Company Law

(20 Hours)

Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.

Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.

UNIT-IV Labour Law

(16 Hours)

Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act,

Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.

UNIT-V Consumer Protection Act

(18 Hours)

Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.

COURSE OUTCOME:

The students should be able to

1. Have knowledge on understandings on law of contract.
2. Know the sale of Goods & Negotiable instrument act.
3. Have understandings on partnership and company law
4. Have familiarize with various labour laws.
5. Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.

REFERENCES BOOKS

1. Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.
2. Rao, P.M., Mercantile Law, PHI Learning, 2011.
3. Majumdar, A. K. and Kapoor, G.K., Company Law, 15th Edition, Taxmann Publications Pvt. Ltd., 2012.
4. Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17th Edition, Taxmann Publications Pvt. Ltd., 2012.
5. Intellectual Property Laws, Universal Law Publishing, 2012.
6. Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2nd Edition, 2015.

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MASTER OF BUSINESS ADMINISTRATION

Semester: III –EDC-III: EMPLOYABILITY SKILLS

Ins.Hrs./Week:3

Course Credit: 2

Course Code: P23MBAED33

UNIT-I Introduction to Employability Skills (9 Hours)

Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.

UNIT-II Unpacking Employability Skills (9 Hours)

Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.

UNIT-III Inter – Relationships of Employability Skills (9 Hours)

Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.

UNIT-IV Resume Writing (9 Hours)

Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.

UNIT-V Arithmetic and Logical Reasoning Skills (9 Hours)

Arithmetic and Logical Reasoning Skills – Exercise.

COURSE OUTCOME:

The students should be able to

1. Acquire employability skills
2. understand dimensions of task oriented skills
3. study on critical problem-solving techniques
4. develop employability skills
5. understand the logical and reasoning skills

REFERENCES BOOKS

1. Soft Skills, Dr. K. Alex
2. Winning Interview Skills, Compiled & Edited by J.K. Chopra.
3. A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.
4. Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.
5. Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.
6. Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.

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- [2. https://www.simplilearn.com/why-are-employability-skills-important-article](https://www.simplilearn.com/why-are-employability-skills-important-article)**
- [3. https://blog.hubspot.com/marketing/employability-skills](https://blog.hubspot.com/marketing/employability-skills)**
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MASTER OF BUSINESS ADMINISTRATION

Semester: III – Soft Skills -IV: LEADERSHIP AND TEAM BUILDING SKILLS

Ins.Hrs./Week:2

Course Credit: 2

Course Code: P23MBASS34

UNIT-I Leadership Theories

(6 Hours)

Leadership Theories: Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership

UNIT-II Leadership Styles

(6 Hours)

Leadership Styles: Leadership qualities -styles of leadership -attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.

UNIT-III Leadership Skills

(6 Hours)

Leadership Skills: Leadership skills - Leadership & management - transactional & transformational in leadership -Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.

UNIT-IV Team Work

(6 Hours)

Team Work: Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.

UNIT-V Exploring team roles & processes

(6 Hours)

Exploring team roles & processes: mapping the stages of group development -Building: and developing teams-overcoming resistance coping and conflict and Ego-leading a team managing meetings.

COURSE OUTCOME:

The students should be able to

1. Critical understanding of theories and concepts of leadership and teamwork in organizations
2. Critical awareness of the importance of teamwork and development of the skills for building effective teams
3. Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.
4. Development of skills in effective leadership and professional communication
5. Demonstrate effective written communication skills for plans, strategies and outcomes.

REFERENCES BOOKS

1. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.
2. Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Nouna: HarperCollins
3. Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4. Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5. Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6. Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

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2. <https://eskill.com/blog/important-leadership-skills-for-team-success/>
3. <https://acorn.works/enterprise-learning-management/team-building-leadership>
4. <https://www.strayboots.com/blog/team-building-is-essential-for-leadership/>

SEMESTER IV



STET SCHOOL OF MANAGEMENT (AUTONOMOUS)
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MASTER OF BUSINESS ADMINISTRATION

Semester: IV – CC -XIII: STRATEGIC MANAGEMENT

Ins.Hrs./Week:6

Course Credit: 4

Course Code: P23MBA413

UNIT-I Introduction (18 Hours)

Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision – Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.

UNIT-II Corporate Policy and Planning in India (18 Hours)

Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies-Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.

UNIT-III Environmental Analysis (18 Hours)

Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.

UNIT-IV Strategy Formulation and Analysis (18 Hours)

Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS

UNIT-V Strategy Implementation (18 Hours)

Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.

COURSE OUTCOME:

The students should be able to

1. Be able to frame vision and mission statements.
2. Be social and ethically responsible.
3. Possess insights on making environmental analysis.
4. Possess knowledge on learning strategic formulation & strategy choice.
5. Understanding strategic implementation and control.

REFERENCES BOOKS

1. V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.
2. Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.
3. Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.
4. Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.
5. Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.
6. Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.

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5. <https://hbr.org/2005/10/the-office-of-strategy-management>
6. <https://razorpay.com/blog/business-banking/strategic-management/>
7. <https://onlinelibrary.wiley.com/journal/10970266>

ELECTIVE COURSES
SEMESTER III



STET SCHOOL OF MANAGEMENT (AUTONOMOUS)
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MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - I : RURAL MARKETING

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P23MBAE1A

UNIT-I Rural Marketing

(12 Hours)

Rural Marketing– Concepts-Nature-Scope- Significance- Factors contributing to growth of rural markets- Components and classification of rural markets-Rural market VS Urban market. 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.

UNIT –II Rural Consumer Behavior

(12 Hours)

Rural Consumer Behavior – Cultural and sub cultural influences of different regions and within regions. 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 Pricing and Promotion

(12 Hours)

Pricing strategy – pricing policies- Innovative pricing methods for rural markets- promotion strategy- appropriate media- designing right promotion mix- promotional campaigns.

UNIT –IV Product and Service Strategy

(12 Hours)

Selection of markets- product strategy –product mix decisions – competitive product strategies for rural markets. 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

UNIT –IV 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.

Total Lecture Hours: 60

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.

REFERENCES BOOKS

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.
5. Krishnamacharyulu and Ramakrishnan, L., Rural Marketing: Text and Cases, 2nd Edition, Pearson, 2011.
6. Velayudhan, S.K., Rural Marketing: Targeting the Non-Urban Consumer, 2nd Edition, Response Books, 2007.

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2. <https://egyankosh.ac.in/bitstream/123456789/78943/3/Unit-18.pdf>
3. <https://www.economicdiscussion.net/rural-marketing/what-is-rural-marketing/31880>
4. <https://northcampus.uok.edu.in/downloads/20200501183322794.pptx>
5. https://iaeme.com/MasterAdmin/Journal_uploads/IJMHRM/VOLUME_13_ISSUE_1/IJMHRM_13_01_006.pdf



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For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - II : MARKETING ANALYTICS

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P23MBAE2A

UNIT –I Marketing Analytics Framework (12 Hours)

Marketing Analytics Framework: Introduction to Marketing Analytics and Models. Market Insight - Market Data Source – treatment of outliers, Market sizing, PESTLE Market analysis, Porter Five Force Analysis Market segment identification, targeting and positioning - Tools and Techniques: Regression, Cluster Analysis, and Perceptual Mapping Techniques.

UNIT –II Business Strategy and Operations (12 Hours)

Business Strategy and Operations: Analytics based strategy selection with strategic models - Strategic Scenarios, Strategic Decision Models, and Strategic Metrics. Business Operations: Forecasting - Predictive Analytics - Data Mining - Balanced Scorecard - Critical Success Factors.

UNIT –III Product and Price Analytics (12 Hours)

Product and Price Analytics: Product analytics: Conjoint Analysis model - Decision Tree Model - Portfolio Resource Allocation - Product/ service Metrics, Attribute Preference testing. Price Analytics: Pricing Techniques - Pricing Assessment - Profitable pricing - Pricing for Business Markets - Price Discrimination.

UNIT –IV Distribution and Promotions Analytics (12 Hours)

Distribution and Promotions Analytics: Distribution Analytics: Distribution Channel Characteristics - Retail Location selection, Channel Evaluation and Selection - Multi-channel Distribution.

Promotion Analytics: Promotion Budget estimation - Promotion Budget Allocation – Ad value equivalence model - Promotion Metrics for traditional Media - Promotion Metrics for social media.

UNIT –V Sales Analytics (12 Hours)

Sales Analytics: E commerce sales model, sales metrics, profitability metrics and support metrics - Rapid decision models - data driven presentations - contemporary issues and opportunities in application of marketing analytics in different sectors.

Total Lecture Hours: 60

COURSE OUTCOME:

The students should be able to

1. Understand the basic concepts of Marketing analytics.
2. Analyse and Implement Business Strategies.
3. Use differential Product and Price analytics.
4. Compare and employ on distribution analytics.
5. Use appropriate sales analytics.

REFERENCES BOOKS

1. Stephen Sorger, (2013), *MARKETING ANALYTICS, Strategic Models and Metrics*, First Edition, Admiral Press.
2. Gary L. Lilien and Arvind Rangaswamy (2014), *Marketing Engineering: Computer Assisted Marketing Analysis and Planning*, 2nd edition, Trafford Publishing UK.
3. Wayne L. Winston (2014), *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*, First Edition, Wiley, Indianapolis.
4. Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein (2010), *Marketing Metrics*, 2nd Edition, Pearson USA.
5. Mike Grigsby (2018), *Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques*, 2nd Edition, NY: Kogan Page Limited, New York.
6. Rajkumar Venkatesan, Paul W. Farris, Ronald T. Wilcox, *Marketing Analytics Essential Tools for Data-Driven Decisions*, University of Virginia Press, 1st Edition, 2021.

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2. <https://online.hbs.edu/blog/post/what-is-marketing-analytics>
3. <https://www.coursera.org/learn/uva-darden-market-analytics>
4. <https://www.wrike.com/marketing-guide/marketing-analytics/>
5. <https://hbr.org/2023/05/analytics-for-marketers>



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MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - III : BRAND MANAGEMENT

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE3A

UNIT –I Introduction:

(9 Hours)

Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase.

UNIT –II Brand Positioning

(9 Hours)

Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference –Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.

UNIT –III Brand Image

(9 Hours)

Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands

UNIT –IV Brand Valuation

(9 Hours)

Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management

UNIT –V Branding in Practice

(9 Hours)

Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. Understand brand equity & assess the equity of a brand by applying brand equity models
2. Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model
3. Possess the ability to develop a comprehensive go to market strategy for a brand
4. Evaluate various architecture types & examine brand extension strategies for success
5. Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods

REFERENCES BOOKS

1. Aaker, D., Building Strong Brands, Simon & Schuster, 2010.
2. Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.
3. Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.
4. Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.
5. Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.
6. Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.

E-RESOURCES

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2. https://en.wikipedia.org/wiki/Brand_management
3. <https://www.canva.com/learn/brand-management/>
4. <https://www.coursera.org/learn/brand>
5. <https://lesroches.edu/blog/what-brand-management-marketing/>



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MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - IV: CUSTOMER RELATIONS MANAGEMENT

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE4A

UNIT –I Evolution of Customer Relationship

(9 Hours)

CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing

UNIT –II CRM Concepts

(9 Hours)

CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

UNIT –III Planning for CRM

(9 Hours)

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

UNIT –IV CRM and Marketing Strategy

(9 Hours)

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

UNIT –V CRM Planning and Implementation

(9 Hours)

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. To familiarize the students to the basic and evolution of CRM
2. To provide insights on CRM Concepts
3. To throw light on CRM and strategy its development in an organization
4. To elucidate on CRM and Marketing Strategy
5. To create awareness and importance of CRM Planning and Implementation

REFERENCES BOOKS

1. Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.
2. Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.
3. Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.
4. Peelen, E., Customer Relationship Management, Pearson, 2008.
5. Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.
6. Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.

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2. <https://www.salesforce.com/in/crm/what-is-crm/>
3. https://www.investopedia.com/terms/c/customer_relation_management.asp
4. https://en.wikipedia.org/wiki/Customer_relationship_management
5. <https://www.zendesk.com/sell/crm/what-is-crm/>



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MASTER OF BUSINESS ADMINISTRATION

Semester: III – Elective - I: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P23MBAE1B

UNIT-I Investment (12 Hours)

Investment - Concept of investment-importance-alternate forms of investment- Investment, Speculation and Gambling- profile of Indian investors - factors influencing investment decision. LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund--real estate- Gold and Silver- Growth adjusted value investing strategy; P-note investments.

UNIT-II Valuation of Bonds (12 Hours)

Measures of Yield- Duration and Convexity - Measures of Risk, Determinants of Interest Rates and Theories on Term Structure, Bond Swaps.

UNIT-III Fundamental Analysis (12 Hours)

Fundamental Analysis - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

UNIT-IV Technical Analysis (12 Hours)

Technical Analysis - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend –Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

UNIT-V Portfolio Management (12 Hours)

Portfolio Management -Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation

Total Lecture Hours: 60

COURSE OUTCOME:

The students should be able to

1. Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.
2. Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market
3. Analyze the investment decisions with the help of fundamental analysis techniques.
4. Appraise the stock price movements and its behavior with the help of technical analysis techniques.
5. Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.

REFERENCES BOOKS

1. Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.
2. Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.
3. Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.
4. Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.
5. Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.
6. Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.

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2. <https://www.managementstudyguide.com/security-analysis-and-portfolio-management.htm>
3. https://onlinecourses.nptel.ac.in/noc23_mg112/preview
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For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - II: BANKING AND INSURANCE

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P23MBAE2B

UNIT-I Indian Financial System (12 Hours)

Indian Financial System: Introduction to Financial System – Business of Banking - Organizational Structure of Indian Financial System - Role of Government & Reserve Bank of India- Bankers' Duties and Responsibilities. Recent Developments in Indian Financial System - Aadhaar Seeding- Self Help Groups, Financial Inclusion- Jan Dhan Yojana Accounts- NBFCs - Micro Finance Institutions, Small finance banks and payment banks.

UNIT-II Basics of Banking (12 Hours)

Basics of Banking: Basic Concepts in Banking - Banker-Customer Relationships – Know Your Customer, Anti Money Laundering -Guidelines - Negotiable instruments –DICGC - Types of Customers & Various Types of Accounts - Deposit Products – Services Rendered by Banks - Principles of Lending - Approach to Lending & Steps in Lending - Credit Management & Credit Monitoring - Micro, Small & Medium Enterprises - Recovery & Modes of Recovery and Management of Non-Performing Assets - Basics of Risk Management in Banks.

UNIT-III Electronic Banking (12 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

UNIT-IV Insurance (12 Hours)

Insurance: Meaning – Nature and Importance – Risk Management; Identification – Measurement – Diversification – Strategies Theories – Sum of Large Numbers Theory of Probability. Regulation; IRDA Regulations – Insurance Contract – Agent Norms – Generic Norms of Insurance Advisors.

UNIT-V General Insurance (12 Hours)

General Insurance: Marine Insurance – Fire Insurance – Automobile Insurance – Home Insurance - House +Articles insurance- Overseas Travel Insurance– Medical Insurance – Group Medi claim- Jewellery Insurance, Social Security Insurance .Life and non –life Insurance; Principles – Uberima fides Insurable Interest – Indemnity – Subrogation – Contribution Products; Death and Survival Classifications – Traditional Salary Savings Scheme – Employees Deposit Linked Insurance – ULIPs – Premium Fixation Cases.

Total Lecture Hours: 60

COURSE OUTCOME:

The students should be able to

1. Understand, analyze and communicate on the Indian Financial System
2. Explain the basics of Banking and the emergence of Banking in India and its lending practices
3. Analyze the Digital Banking and the current trend in banking and new banking products and services
4. Summarize the basics of the insurance mechanism and principle of insurance and acquire knowledge on Indian insurance industry.
5. Categorize the knowledge and understanding on Marine, fire, home and medical insurances

REFERENCES BOOKS

1. Bhattacharya,H.,BankingStrategy,Credit Appraisal and Lending Decisions, Oxford University Press, 2nd Edition,2011.
2. Indian Institute of Banking and Finance, Principles and Practices of Banking, Macmillan India Ltd, Fifth Edition,2015.
3. Maheshwari,S.N.andMaheshwari,S.K.,BankingLawandPractice,KalyaniPublishers,11th Edition, 2014.
4. Muraleedharan, Modern Banking:Theory and Practice,PHI Learning, Second Edition, 2014.
5. Varshney,P.N.,Banking Law and Practice, Sultan Chand and Sons, fist Edition, 2015.
6. Gopinath. M. N. –Banking Principles &Operations, Snow White Publications, 7th Edition, 2021

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3. https://cbseacademic.nic.in/web_material/Curriculum21/publication/secondary/411%20Banking_and_Insurance_updated_IX.pdf
4. https://www.icsi.edu/media/webmodules/Academics/Elective_Paper_BIL_P.pdf
5. <https://www.shiksha.com/banking-finance-insurance-chp>



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MASTER OF BUSINESS ADMINISTRATION

Semester: III – Elective - III: DERIVATIVES MANAGEMENT

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE3B

UNIT-I Introduction

(9 Hours)

Introduction: Derivatives – Definition –Types – participants and functions- Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives, Risks in Derivatives.

UNIT-II Forward and Future contracts

(9 Hours)

Forward contracts – Futures contracts – structure of forward & futures markets - Types of Futures Contracts -Margin Requirements – Marking to Market – Hedging using Futures — Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

UNIT-III Options

(9 Hours)

Options -Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – organized options trading – listing requirements – contract size – exercise prices – expiration dates – position & exercise limits -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.

UNIT-IV Securities Market

(9Hours)

Securities Market - Investment Environment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market.

UNIT-V Stock exchanges

(9Hours)

Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. List the fundamentals of Derivatives and its types.
2. Classify the Forward and Future Contracts.
3. Assess the Options.
4. Summarize the various Option Pricing models.
5. Generalize the knowledge on the indices of various Derivative Instruments.

REFERENCES BOOKS

1. Chance, D. and Brooks, R., Derivatives and Risk Management Basics, South Western, 10th edition, 2015.
2. S.L. Gupta, Financial Derivatives, Theory, Concepts and Problems, PHI Learning 2nd edition, 2017
3. Hull, J.C. and Basu, S., Options, Futures and Other Derivatives, Pearson, 10th Edition, 2018.
4. Patrick Boyle, Jesse McDougall, Trading and Pricing Financial Derivatives, De Gruyter, A Guide to Future, Options and Swaps, 2nd Edition, Publishers, 2018.
5. James A. Overdahl, Financial Derivatives, Wiley India Pvt. Ltd, 3rd Edition, 2014

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2. https://www.worldscientific.com/doi/pdf/10.1142/9781944659561_0001
3. <https://www.imf.org/external/np/sta/fd/>
4. https://onlinecourses.nptel.ac.in/noc24_mg19/preview



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MASTER OF BUSINESS ADMINISTRATION

Semester: III – Elective - IV: FINANCIAL SERVICES AND MERCHANT BANKING

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE4B

UNIT-I Fee based financial services (9 Hours)

Fee based financial services: Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation.

UNIT-II Fund based financial services (9 Hours)

Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.

UNIT-III Other fund based financial services (9 Hours)

Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.

UNIT-IV Merchant Banking (9 Hours)

Merchant Banking: Introduction–An Overview of Indian Financial System–Merchant Banking in India–Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework.

UNIT-V Issue management (9 Hours)

Issue management: Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus – Selection of Bankers – Advertising Consultants etc.- Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option–E-IPO, Private Placement–Bought out Deals– Placement with FIs, MFs, FIIs, etc. Off-Shore Issues.–Issue Marketing–Advertising Strategies – NRI Marketing–Post Issue Activities.

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.
2. Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.
3. Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.

4. Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.
5. Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.

REFERENCES BOOKS

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi.

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2. <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA3Semester/Finance/3MerchantBankingandFinancialServices.pdf>
3. <https://navi.com/blog/merchant-banking/>
4. <https://www.taxmann.com/post/blog/introduction-to-the-merchant-banking>
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MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - I : INDUSTRIAL AND LABOUR RELATIONS

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P23MBAE1C

UNIT-I Industrial Relations

(12 Hours)

Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Industrial Harmony and Conflict: Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes.

UNIT-II Grievance Mechanism

(12 Hours)

Discipline and Grievance Redressal Machinery- Purpose and procedures of disciplinary action- Grievance procedure - Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Code of Discipline- -Labour management co- operation; Worker's participation in management.

UNIT-III Labour Relations

(12 Hours)

Labour Relations: Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.

UNIT-IV Trade Union

(12 Hours)

Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions.

Problems and Role of Indian Trade Unions: Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.

UNIT-V 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.

Total Lecture Hours: 60

COURSE OUTCOME:

The students should be able to

1. On completion of this course, students will;
2. Generalize with the basic concepts of Industrial Relations.
3. Enumerate insights on Industrial Harmony and Conflicts.
4. Have insights on Labor Relations, Joint Consultation
5. Summarize best practices of Trade Union, Problems and role of Indian Trade Unions
6. Demonstrate policies for Collective Bargaining, Tripartite Machinery.

REFERENCES BOOKS

1. Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6th Edition 2020.
2. Sen, R., Industrial Relations: Text and Cases, 2nd Edition, Macmillan PublishersIndia, 2009.
3. Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw-Hill, 2012.
4. PRN Sinha, and Sinha Indu Bala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3rd Edition, 2017.
5. Sivarethinamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1st Edition 2010.
6. VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2nd Edition, 2017.

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2. <https://www.vedantu.com/commerce/industrial-relations>
3. https://www.mlsu.ac.in/econtents/1185_Industrial%20Relations%20and%20Labour%20Laws.pdf
4. <https://www.ioe-emp.org/policy-priorities/industrial-relations>
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MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - II : HUMAN RESOURCES INFORMATION SYSTEM

Ins.Hrs./Week:4

Course Credit: 3

Course Code: P23MBAE2C

UNIT-I Data and Information (12 Hours)

Data & Information: Needs for HR Manager – Sources of Data – Role of IT in HRM – IT for HR Managers – Concept, Structure, & Mechanisms of HRIS – Programming Dimensions & HR Manager – Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco’s Marshal [only data input, output & screens] ,EHRM ,Objectives, Advantages & Disadvantages.

UNIT-II Data Management for HRIS (12 Hours)

Data Management for HRIS: Data Formats, Entry Procedure & Process, Data Storage & Retrieval, Transaction Processing , Office Automation, Information Processing & Control Functions, Design of HRIS, Relevance of Decision Making, Concepts for Information System Design

UNIT-III HR Management Process in HRIS (12 Hours)

HR Management Process in HRIS: Modules on HR Planning, Recruitment, Selection, Placement, Module on Performance Appraisal System, Training & Development Module, Module on Pay & other Related Dimensions, Information System’s support for Planning & Control.

UNIT-IV HRIS Application (12 Hours)

HRIS Application: HR administration – Outsourcing – Job shadowing – HR planning Sub System – Data input - Data Capturing for Monitoring & Review – Outflow – Report – Information Processing for Decision Making - DSS – Overview of HR metrics.

UNIT-V HRIS Security and Privacy (12 Hours)

HRIS Security and Privacy: Security - Style of Organizations – Security of Data and Operations of HRIS Modules –Problems during IT Adoption Efforts and Processes to Overcome – Cyber Security – Needs – Approaches – Principles – Types – Information Security Management in HRIS.

Total Lecture Hours: 60

COURSE OUTCOME:

The students should be able to

1. Be familiarized with the basic concepts of Data & Information
2. Have knowledge on Data Management for HRIS
3. Know about HR Management Process & HRIS
4. Will use HR Management Process II & HRIS
5. Will be aware of the importance of Security, Size & Style of Organizations & HRIS

REFERENCES BOOKS

1. Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3rd Edition, 2019.
2. Sathish.M.Badgi, Practical Guide to Human Resource Information Systems,PHI, 1st Edition 2012.
3. Kavanagh, Human Resource Information Systems: Basics, Applications and Future Directions, Sage South Asia Edition, 1st Edition 2011.
4. P.K. Gupta ,Susheel Chhabra ,Human Resource Information System ,Himalaya Publishing House, 1st Edition, 2015.
5. Michael J. Kavanagh , Mohan Thite ,Human Resource Information Systems: Basics, Applications, and Future Directions ,Sage Publications Pvt Ltd,3rd Edition, 2019.
6. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page,10th Edition, 2006.

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2. <https://www.oracle.com/in/human-capital-management/what-is-hris/>
3. <https://www.sap.com/india/products/hcm/employee-central-hris/what-is-hris.html>
4. <https://www.spiceworks.com/hr/performance-management/articles/what-is-hris/>
5. <https://in.adp.com/what-we-offer/hr-services/hris.aspx>



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MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - III: EMOTIONAL INTELLIGENCE FOR MANAGERIAL EFFECTIVENESS

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE3C

UNIT-I Introduction to Emotional Intelligence (9 Hours)
Introduction to Emotional Intelligence: Emotional Brain, Theories of Emotion, Emotional Intelligence, concept and its evolution, Differences between emotional quotient and intelligent quotient.

UNIT-II Emotional Competencies (9 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 Emotional Literacy (9 Hours)
Emotional literacy: Emotional intelligence and emotional literacy, Managing aggression and depression, Emotional literacy training- developing emotional skill (awareness), cognitive skills and behavioural skill.

UNIT-IV Emotional Intelligence at work place (9 Hours)
Emotional Intelligence at work place: The role of EI in leadership, EI and Leadership styles, Need of EI in Building Teams.

UNIT-V Emotional Learning in organizations (9 Hours)
Emotional Learning in organizations: Training of EI in organization, developing emotional competencies through relationship at work and implementing EI programs.

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. Recognize and apply basic concepts of Emotional Intelligence
2. Enumerate and chart Emotional Competencies
3. Annotate and signify Emotional literacy
4. Be aware of using Emotional Intelligence tools
5. Hypothesize and assimilate importance of Emotional Learning in organizations

REFERENCES BOOKS

1. Daniel Goleman, Emotional Intelligence, Bloomsbury Publishing India Private Limited, 25th Anniversary Edition 2020.
2. Rajagopalan Purushothaman, Emotional Intelligence, SAGE Essentials, 2021.
3. Dalip Singh ,Emotional Intelligence at Work :A Professional Guide, SAGE, 1st Edition 2015.
4. M S Battacharya, Emotional Intelligence, Excel Publications, 1st Edition 2007.
5. Deepa R, Unearthing your Emotional Intelligence, Notion Press, 1st Edition, 2020.
6. Sumner Redstone , Peter Knoble ,A Passion to Win: An Autobiography , Simon & Schuster, 1st Edition 2001.

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2. <https://www.fsm.ac.in/emotional-intelligence-for-managerial-effectiveness>
3. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4085815/>
4. <https://emgage.work/the-role-of-emotional-intelligence-in-effective-people-management/>
5. <https://www.myworkpay.com/blogs/the-role-of-emotional-intelligence-in-effective-people-management>



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MASTER OF BUSINESS ADMINISTRATION

Semester: III –Elective - IV: HUMAN RESOURCES ANALYTICS

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE4C

UNIT-I Introduction to human resource analytics (9 Hours)

Introduction to human resource analytics: Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.

UNIT-II Statistics for HRM (9 Hours)

Statistics for HRM: Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash boards, analyzing and reporting.

UNIT-III Best Practices in HR analytics (9 Hours)

Best Practices in HR analytics: Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics.

UNIT-IV Measuring HR contribution (9 Hours)

Measuring HR contribution: Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value Chain- Balance Score card – ROI –Predictive Analytics.

UNIT-V HR Regulations and reporting requirements (9 Hours)

HR regulations and reporting requirements: HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. Gain clarity on the concept of HR Analytics
2. Explore on statistics and toolkits
3. Contrasting and assimilating best practices in HR analytics
4. Demonstrate in analyzing optimal methods for measuring HR contribution
5. Design and construct HR regulations and reporting requirements

REFERENCES BOOKS

1. Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.
2. Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1st Edition, 2014.
3. Fitz-Enz, J., The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, American Management Association Amacom, 1st Edition, 2018.
4. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi & Company, 1st Edition, 2012.
5. Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1st Edition, 2017.
6. Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.

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3. <https://www.forbes.com/advisor/business/hr-analytics/>
4. <https://www.aihr.com/blog/types-of-hr-analytics/>
5. <https://www.coursera.org/learn/human-resources-analytics>

ELECTIVE COURSES

SEMESTER IV



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - V: ADVERTISING MANAGEMENT AND SALES PROMOTION

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE5A

UNIT-I Advertising (9 Hours)

Advertising: Advertising, objectives, task and process, market segmentation and target audience – Message and copy development.

UNIT-II Media (9 Hours)

Media: Mass Media - Selection, Planning and Scheduling – Social Media Advertising - Web Advertising – Integrated programme and budget planning.

UNIT-III Implementation (9 Hours)

Implementation: Implementing the programme coordination and control – Advertising agencies – Organization and operation

UNIT-IV Sales Promotion (9 Hours)

Sales Promotion: Why and When Sales promotion activities, Consumer and sales channel oriented – planning, budgeting and implementing and controlling campaigns.

UNIT-V Control: (9 Hours)

Control: Measurement of effectiveness – Ethics, Economics and Social Relevance

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. Possess knowledge and good understanding on the fundamentals of advertising
2. Have good understanding and knowledge on advertising media and budget
3. Have good orientation on advertising agencies and its operations.
4. Understand sales promotion campaigns.
5. Understand the relevance of sales promotion.

REFERENCES BOOKS

1. Advertising and Promotion: An Integrated Marketing Communication Perspective (SIE) by George E Belch, Michael A Belch, Keyoor Purani, 12th edition, McGraw Hill Education, 2021.
2. Advertising, Promotion, and other aspects of Integrated Marketing Communications (Mindtap Course List) by Terence Shimp and J. Craig Andrews, South-Western College Publishing, 2017.

3. Percy, L. and Rosenbaum-Elliott, R., Strategic Advertising Management 4 th Edition, Oxford University Press, 2012.
4. Shrimp, T.A., Integrated Marketing Communications in Advertising and Promotion, 8 th Edition, Cengage Learning India, 2012.
5. Belch, G.E., Belch, M. and Purani, K., Advertising and Promotion, 7 th Edition, Tata McGraw-Hill Education, 2009.
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3. <https://ebooks.inflibnet.ac.in/hsp15/chapter/advertisement-and-promotion-management/>
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SUNDARAKKOTTAI, MANNARGUDI -614016
For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - VI : DIGITAL MARKETING

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE6A

UNIT-I Digital Marketing Strategy (9 Hours)

Digital Marketing Strategy: Digital vs. Traditional marketing- Online marketing space - Significance of digital marketing - Online marketing mix - E-products - STP - E-price - E-Promotion - Affiliate marketing - Online tools for Content Marketing – Market influence analytics in Digital Eco System.

UNIT-II SEO (9 Hours)

SEO: Keyword strategy – SEO strategy – SEO success factors – On page and Off page techniques - Search Engine Marketing (SEM) – Working of Search Engine – SEM Components.

UNIT-III Social Media Marketing (9 Hours)

Social Media Marketing: Social Media Channels – Email marketing – SMS marketing - Social Media Strategy - Web PR and Online reputation management – Ad words - PPC Advertising - Video SEO - Conversion Optimization Monitoring - trends analysis – dashboards - segmentation - Navigation analysis (funnel reports, heat maps, etc.).

UNIT-IV Search and Web Analytics (9 Hours)

Search and Web Analytics: Search analytics Current trends & challenges - web analytics & Web 2.0, multi-channel marketing management, web mining & predictive analytics - Understanding the key fabric of the Web - Sources of data: clickstream data, online surveys, usability research - Clickstream data collection techniques - web server log analysis - page tagging - Web metrics and Key Performance Indicators (KPIs): simple views, visitor counts, measuring content, engagement, conversions, etc. Framework for mapping business needs to web analytics tasks - Data collection architecture- Introduction to OLAP, Web data exploration and reporting - Introduction to Splunk.

UNIT-V Google Analytics (9 Hours)

Google Analytics: Key features and capabilities of Google analytics - how Google analytics works - implementing Google analytics - getting up and running with Google analytics - navigating Google analytics - using Google analytics reports - Google metrics - using visitor data to drive website improvement - focusing on key performance indicators- integrating Google analytics with third-party applications

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.
2. To focusses on how digital marketing can be utilised by organisations and how its effectiveness can measured.
3. To know the key elements of a digital marketing strategy
4. To study how the effectiveness of a digital marketing campaign can be measured
5. To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

REFERENCES BOOKS

1. Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.
2. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston, (2012), Internet Marketing: Strategy, Implementation and Practice, Prentice Hall.Liana Evans, (2010), Social Media Marketing: Strategies for Engaging in Facebook, Twitter & Other Social Media, Que Publishing.
3. Vandana Ahuja, (2015), Digital Marketing, 1stedition, Oxford University Press.
4. Avinash Kaushik, (2009), Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity.
5. Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.
6. Rob Stokes, (2014), e-marketing: The Essential Guide to Digital Marketing, 5thedition, Quirk Education.

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2. <https://www.investopedia.com/terms/d/digital-marketing.asp>
3. <https://business.adobe.com/blog/basics/digital-marketing>



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For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - V: FINANCIAL PLANNING AND WEALTH MANAGEMENT

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE5B

UNIT-I Personal Financial Planning

(9 Hours)

Personal Financial Planning - Financial Planning – Meaning, need, scope. Evaluating the financial position of clients, Preparing & Analyzing household budget - Estimating financial goals - Financial Planning Delivery Process.

UNIT-II Comprehensive Financial Planning

(9 Hours)

Comprehensive Financial Planning - The role of debt and financial pressure from debt - Debt counselling. Investment for Liquidity and Financial Goals. Risk return principle, Risk Profiling. Human life cycle and Asset Allocation and Model Portfolios

UNIT-III Wealth Management

(9 Hours)

Wealth Management - Concept of wealth and Measurement of wealth. Spectrum of services, Wealth management service providers, Product categories and Service categories - Types of Service Mandates; Custodian mandate, Advisory mandate, Discretionary mandate and Mandate mix HNI segmentation and reason for looking at HNIs.

UNIT-IV Asset Allocation and Segmentation

(9 Hours)

Asset Allocation: Advising the optimal portfolio and the corresponding asset allocation. Portfolio Monitoring: Portfolio maintenance and Portfolio rebalancing.
Understanding the Client Segmentation; Segmentation based on Personality, Age and way of accumulation, Risk & return preferences - Client Engagement; Client profiling, targeting and Building relationships - Finding HNI Clients; Cross selling, Marketing and partnership programs, Referral from existing clients, friends and family .

UNIT-V Tax Planning & Contemporary Issue

(9 Hours)

Tax Planning & Contemporary Issues Indian Tax Laws for investment and Wealth Management - Income Tax: Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG, Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC.

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. Express the concept of Personal Financial Planning
2. Demonstrate the process of Comprehensive Financial Planning
3. Explain the concept of Insurance & Retirement Planning
4. Assess the concept of Wealth Management
5. Appraise on the tax planning & issues

REFERENCES BOOKS

1. Dun, Bradstreet , Wealth Management, Tata Mcgraw Hill, India, 2009.
2. JoydeepSen - Financial Planning & Wealth Management: Concepts and Practice, 1st Edition, Shroff Publishers & Distributors Limited, 2020
3. Sundar Sankaran - Wealth Engine: Indian Financial Planning and Wealth Management Handbook (2012)
4. Stuart E. Lucas (2012), Wealth: Grow It and Protect It, Updated and Revised, Pearson and FT Press, USA
5. G. Victor Hallman, Jerry Rosenbloom (2009), Private Wealth Management: The Complete Reference for the Personal Financial Planner, Mcgraw Hill, USA
6. Gregory Curtis (2012), The Stewardship of Wealth: Successful Private Wealth Management for Investors and Their Advisors, Wiley.

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4. <https://www.mime.ac.in/blogs/financial-planning-vs-wealth-management-pgdm-perspective>
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For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - VI : INTERNATIONAL FINANCIAL MANAGEMENT

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE6B

UNIT-I Introduction to international finance (9 Hours)

Introduction to international finance: Introduction, Meaning, Nature, scope, Importance, Gold Standard, Bretton Woods system, Exchange rate regimes, fixed and floating exchange rates

UNIT-II Foreign exchange market (9 Hours)

Foreign exchange market: Function and Structure of the Forex markets, major participants, types of transactions and settlements, Foreign exchange quotations, process of arbitrage.

UNIT-III Management of foreign exchange exposure and risk (9 Hours)

Management of foreign exchange exposure and risk: Types of Exposure, Foreign Currency Exposure, Economic Exposure, Operations exposure, Interest rate exposure. Theories - Purchase Power Parity - Interest Rate Parity – International Fisher Effect.

UNIT-IV Cross-border investment decisions (9 Hours)

Cross-border investment decisions: Capital budgeting, Approaches to Project Evaluation, Risk in Cross-border Investment Decisions, Corporate Risk in Investment Decisions. Financing Decisions of MNC's

UNIT-V Multinational financing institutions and contemporary (9 Hours)

Multinational financing institutions and contemporary issues: The International Bank for Reconstruction and Development, the International Development Association, The International Finance Corporation, International monetary fund, Export and Import financing.

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. Identify the concept of international finance
2. Sketch on the functions of Foreign Exchange Market
3. Appraise the knowledge on management of foreign exchange exposure and risk involved in it.
4. Appraise the cross-border investment decisions
5. Generalize on multinational financing institutions and contemporary issues

REFERENCES BOOKS

1. Machi Raju International Financial Management, Third Edition, HPH, 2016.
2. V. A Avadhani, International Financial Management, Second Edition, HPH, 2011
3. Eiteman&Stonchill, “Multinational Business Finance”, 12th Edition, Pearson, 2010
4. Cheol Eul& Bruce Resnick, International Financial Management, 7th Edition, China Machine Press, 2016.
5. V.K.Bhalla. “International Financial Management for the Multinational Firm”,4th Edition, S Chand,.2014

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4. <https://dde.pondiuni.edu.in/files/StudyMaterials/MBA/MBA4Semester/Finance/2GlobalFinancialManagement.pdf>
5. <https://www.qmul.ac.uk/postgraduate/taught/coursefinder/courses/international-financial-management-msc/>



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MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - V : INTERNATIONAL HUMAN RESOURCES MANAGEMENT

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE5C

UNIT-I IHRD

(9 Hours)

IHRD: Scope of IHRD- Positivist and Interpretive views on Culture, Values, Power-Cross Cultural Management, Model, Dimensions; Comparison between HRD India and Globalization. Learning Theories globally and implications-Career development in multinational and multicultural environment-Schein's career anchors-Holland's vocational preference inventory.

UNIT-II Processes

(9 Hours)

Processes: Transfer of employment practices across borders-The four influences framework-IHRM approaches-Factors affection-Implications. International Assignments and Employment practices-motives-Process-Dimensions of success and failure. Expatriation- Developing International Staff and Multinational Teams, Approaches to International Compensation.

UNIT-III Development & Practices

(9 Hours)

Development & Practices: Multinational companies and Host companies-Sustainable practices of host and divergent country employment arrangements-Global Employment Relations. Training & Development in global environment- Krikpatrick's Taxonomy-Expatriate Training, PMS - Transition of Expats to global leaders-Global and local sourcing-Compliance to Labour Market-Capitalist Vs Socialist Market economies.

UNIT-IV Practices in Economies

(9 Hours)

Practices in Economies: PMS in different economies- Total Rewards in International Context-Components-Complexities-approaches. Global Context: EEO-Gender Sensitivity-Diversity-Inclusivity- Onshoring, offshoring, Friendshoring-Models of strategic HRD.

UNIT-V Sustainability

(9 Hours)

Sustainability: Repatriation-issues-best practices; Sustainable practices through Ethics and CSR; Green HRD; Ethical Issues-dispute settlement-International labour contract. Knowledge Management-Transfer; Changing and Future Trends: International labour standards, Managing Remote Work -issues-digital privacy and decent work.

Total Lecture Hours: 45

COURSE OUTCOME:

The students should be able to

1. Demonstrate IHRM factors influential in global corporations
2. Design IHRM elements for global assignments
3. Critique and conclude developmental strategies for IHRM practices

4. Implement and audit compliance IHRM norms
5. Predict and appraise sustainable IHRM practices

REFERENCES BOOKS

1. K Ashwathappa, International Human Resource Management, TATA McGraw Hill, 2nd Edition, 2017.
2. Anne-Wil Harzing, Ashly Pinnington, International Human Resource Management, SAGE, 4th Edition, 2014.
3. Thomas Garavan, Alma McCarthy, Ronan Carbery, Handbook of International Human Resource Development: Context, Processes and People, Edward Elgar Publishing, 3rd Edition, 2017.
4. Peter J. Dowling | Marion Festing | Allen D. Engle, International Human Resource Management, CENGAGE INDIA, 7th Edition, 2017.
5. Edwards Tony, Chris Rees, International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson Education India, 3rd Edition, 2016.
6. Yongsun Paik, Charles M. Vance, Managing A Global Workforce : Challenges And Opportunities In International Human Resource Management, PHI Learning, 2nd Edition, 2013.

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2. <https://files.eric.ed.gov/fulltext/ED504353.pdf>
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MASTER OF BUSINESS ADMINISTRATION

Semester: IV –Elective - VI : COMPENSATION AND REWARDS MANAGEMENT

Ins.Hrs./Week:3

Course Credit: 3

Course Code: P23MBAE6C

UNIT-I Compensation

(9 Hours)

Compensation: types of compensation, conceptual framework of compensation management, Theories of wages – criteria of wage fixation – Institutional and cultural factors on compensation practices – National differences in compensation – Compensation system design issues: Compensations Philosophies, compensation approaches – Strategic

UNIT-II Compensation Planning

(9 Hours)

Compensation Planning: Developing a total compensation strategy – Competitive Advantage – Job evaluation systems, the compensation structure- Wage and salary surveys, the wage curve, pay grades and rate ranges, preparing salary matrix, fixing pay, significant compensation issues.

UNIT-III Variable Pay

(9 Hours)

Variable Pay: Strategic reasons for incentive plans, administering incentive plans, individual incentive plans, group incentive plans ,team compensation, ESOPs, Performance measurement issues, incentive application and globalization, Managing Employee Benefits: Nature and types of benefits, employee benefits programs security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, employee benefits required by law, discretionary major employee benefits, employee services designing a benefits package.

UNIT-IV Executive Compensation:

(9 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

(9 Hours)

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: 45

COURSE OUTCOME:

The students should be able to

1. Be familiarized with compensation
2. Understand Compensation Planning
3. Design Executive Compensation
4. Understand Wage administration in India
5. Be aware of the importance of Wage administration in India

REFERENCES BOOKS

1. B. D. Singh ,Compensation and Reward Management ,Excel Books,2012.
2. Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education,10th Edition, 2011.
3. Tapomoy Deb, Compensation Management, Text and Cases, Excel Books, 1st Edition, 2009.
4. Milkovich, Newman & Gerhart, Compensation, TMH, 10th Edition, 2011.
5. Jerry M. Newman ,Barry Gerhart & George T. Milkovich ,Compensation, McGrawHill,12th Edition, 2020.

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For the candidates admitted in the academic Year 2023-2024
MASTER OF BUSINESS ADMINISTRATION

PROFESSIONAL COMPETENCY COURSE
TAXATION

Ins.Hrs./Week:2

Course Credit: 2

Course Code: P23PCMBA41

Unit I

Introduction: Income Tax Law – important concepts -Scheme of Taxation –types of Taxes, objectives canons of Taxation.

Unit II

Salary – Basis of charge – different forms of salary, allowances, perquisites and their valuation.

Unit III

House property – basis of charge – determination of annual value - GAV, NAV – income from let-out property – self occupied property – deductions-Computation of taxable income.

Unit IV

Income –tax Payment and Assessment-Tax deduction at source; advance tax; self-assessment tax assessment procedure - Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

Unit V

Corporate Taxation - Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses.

COURSE OUTCOME

1. State the basic concepts of tax management system in India.
2. Discuss the taxation procedure involved under different heads of income.
3. Calculate on the deduction procedures, set off and carry forward procedures.
4. Analyze the ways to compute total taxable income.
5. Prepare direct tax system

REFERENCE BOOKS

1. Students Guide to Income Tax by Dr.Vinod K.Singhania and Monica Singhania, Taxmann's flagship publication, Latest Edition.
2. Indirect Tax by Vinod K.Singania Taxmann's flagship publication, Latest Edition
3. Iyengar, AC.,Sampat Law of Income Tax. Allahabad, Bharat Law House. Latest Edition.
4. Dr.H.C.Mehrotra, Dr.S.P Goyal, Jai Narain Vyas, Income tax and Indirect taxes, Sahithya Bhagwan Publications, Latest Edition.
5. T.S.Reddy, Y.Hariprasad Reddy, Income Tax Theroy, Law Practice, Margham Publishers, Latest Edition.
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