

# E.G.S. PILLAY ENGINEERING COLLEGE

(Autonomous)

Approved by AICTE, New Delhi | Affiliated to Anna University, Chennai  
Accredited by NAAC with 'A' Grade | Accredited by NBA (CSE, EEE, MECH, CIVIL, ECE, IT)  
NAGAPATTINAM – 611 002



## MASTER OF BUSINESS ADMINISTRATION

Full Time Curriculum and Syllabus – R2020

Second Year – Third Semester

Course Code	Course Name	L	T	P	C	Maximum Marks		
						CA	ES	Total
<b>Theory Course</b>								
2002BA301	International Business Management	3	0	0	3	40	60	100
2002BA302	Strategic Management	3	0	0	3	40	60	100
2003BA010	Security Analysis and Portfolio Management	3	0	0	3	40	60	100
2003BA011	Merchant Banking and Financial Services	3	0	0	3	40	60	100
2003BA019	Managerial Behavior and Effectiveness	3	0	0	3	40	60	100
2003BA022	Industrial Relations and Labour Welfare	3	0	0	3	40	60	100
2003BA046	Corporate Governance	3	0	0	3	40	60	100
<b>Laboratory Course</b>								
2004BA303	Summer Training (4 Weeks)	0	0	4	2	100	-	100

L – Lecture | T – Tutorial | P – Practical | CA – Continuous Assessment | ES – End Semester

<b>2002BA301</b>	<b>INTERNATIONAL BUSINESS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**UNIT I INTRODUCTION 9 Hours**

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment

**UNIT II INTERNATIONAL TRADE AND INVESTMENT 9 Hours**

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business –global trade and investment – theories of international trade and investment –Regional trade block – Types – Advantages and disadvantages – RTBs across the globe.

**UNIT III INTERNATIONAL STRATEGIC MANAGEMENT 9 Hours**

Strategic Compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – advantages- organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

**UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS 9 Hours**

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development, pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

**UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT 9 Hours**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

CO1 Understand the factors causing globalization of business.

CO2 Interpret how the WTO and Regional Trade blocks regulate the international business.

CO3 Explain the suitable external market entry strategies and choose the right market mix.

CO4 Understand the foreign exchange market and take appropriate measures for export promotion

CO5 Predict the reason for conflicts and how to overcome the conflicts through negotiation.

**REFERENCES:**

1. John D. Daniels and Lee H. Radebaugh, International Business- Environment and Operations, Pearson Education Asia, 15<sup>th</sup> Edition, New Delhi, 2015.
2. Charles W.I. Hill and Arun Kumar Jain, International Business, 10<sup>th</sup> edition, Tata Mc Graw Hill, 2015
3. K Aswathappa, International Business, 4<sup>th</sup> edition, Tata Mc Graw Hill, 2010
4. Francis cherunilam, International Business, 4<sup>th</sup> Edition, PHI, 2009
5. Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill, 2006.
6. Michael R Crizankata Ilkka A Ronkari and Michael H Moffet, International business, 8<sup>th</sup> Edition, Thomsan, Bangalore, 2005
7. Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida, 2004.

<b>2002BA302</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**UNIT I STRATEGY AND PROCESS 9 Hours**

Conceptual framework for strategic management, the Concept of Strategy- Strategic Management Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility.

**UNIT II COMPETITIVE ADVANTAGE 9 Hours**

External Analysis - Porter's Five Forces Model-Strategic Groups- Industry life cycle analysis-Global and National Environment - National Competitive advantage. Internal Analysis: Distinctive Competencies and Competitive advantage: Resources and Capabilities–Low cost and Differentiation- Generic Building Blocks of Competitive Advantage- Durability of competitive Advantage- Avoiding failures and sustaining competitive advantage- Case study

**UNIT III STRATEGIES 9 Hours**

Corporate level grand strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies –Integration Strategies- Diversification and Strategic Alliances- Restructuring the corporation- Business level generic strategies- Strategy in the Global Environment- Strategic analysis and choice - Corporate Portfolio Analysis - SWOT Analysis – Competitor analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Balanced Score Card- Case study

**UNIT IV STRATEGY IMPLEMENTATION & EVALUATION 9 Hours**

Strategy implementation- Organizational structure- Implementation of Strategic change:- Politics, Power and Change - Strategic evaluation & control

**UNIT V OTHER STRATEGIC ISSUES 9 Hours**

Strategic issues in Managing Technology and Innovation- Entrepreneurial Ventures and Small business- Strategic issues in Not-for-Profit organizations- Case study

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 Illustrate the model of strategic management process
- CO2 Demonstrate the competitor analysis using porter's five forces model
- CO3 Interpret strategies for corporate using grand strategies
- CO4 Prepare organization structure to match the strategy
- CO5 Demonstrate the necessity of strategic management in non-profit organization

**REFERENCES:**

1. Hill, Schilling and Jones, Strategic Management: An Integrated approach, 12<sup>th</sup> Edition, Cengage learning, 2017
2. John A. Pearce II & Robinson, Strategic Management, AITBS, 2014
3. Nitish Sengupta & JS Chandan, Strategic Management, Vikas Publication 2013
4. John A Parnell Strategic management, Theory and Practice, Sage publications, 2012
5. Fred R.David, Strategic Management: Concepts and Cases, 12<sup>th</sup> edition, PHI, 2010
6. Dess, Lumpkin, Eisner, Strategic Management, 3<sup>rd</sup> Edition, TMH, 2009
7. Azhar Kazmi, Strategic Management and Business Policy, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2008
8. Jeyarathnam, Business Policy and Strategic Management, HPH, 2006
9. Subba Rao, Business Policy and Strategic Management, HPH, 2005
10. Wheelen & David hunger, Strategic Management and Business policy, Addison Wesley, 6<sup>th</sup> Edition, 1998

**2003BA010 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT L T P C**  
**3 0 0 3**

**UNIT I INVESTMENT SETTING 9 Hours**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment process -Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts - Valuation of bonds and stock.

**UNIT II FUNDAMENTAL ANALYSIS 9 Hours**

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodd investor ratios

**UNIT III TECHNICAL ANALYSIS 9 Hours**

Fundamental Analysis Vs Technical Analysis -- Dow theory – Charting methods - Chart Patterns Trend – Trend reversals – Market Indicators -Moving Average – Exponential moving Average Oscillators -RSI -ROC -MACD.

Efficient Market theory - Forms of market efficiency -weak, semi-strong, strong form - Empirical tests of market efficiency -its application.

**UNIT IV PORTFOLIO CONSTRUCTION AND SELECTION 9 Hours**

Portfolio analysis - Reduction of portfolio risk through diversification – Portfolio risk - Portfolio Selection - Feasible set of portfolios - Efficient set - Markowitz model - Single index model - Construction of optimum portfolio - Multi-index model.

**UNIT V CAPITAL ASSET PRICING MODEL 9 Hours**

Capital Asset Pricing model - Lending and borrowing - CML - SML - Pricing with CAPM - Arbitrage pricing theory– Portfolio Evaluation - Sharpe's index Treynor's index, Jensen's index – Mutual Funds – Portfolio Revision.

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 Understand the concept of investment and identify the investment alternatives to investors
- CO2 Learn the nuances of fundamental analyses and technical analyses
- CO3 Analyze and evaluate the value of securities
- CO4 Explain how to construct an efficient portfolio
- CO5 Explore the various methods through which portfolio evaluation could be done-

**REFERENCES:**

1. Punithavathy Pandian, Analysis & Portfolio Management, Vikas publishing house PVT LTD, second edition, 2013.
2. V.A.Avadhani, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2013.
3. S. Kevin, Securities Analysis and Portfolio Management , PHI Learning ,2012.
4. V.K.Bhalla, Investment Management, S.Chand & Company Ltd.,2012
5. Reilly & Brown Investment Analysis and Portfolio Management, Cengage Learning, 9<sup>th</sup> edition, 2011.
6. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
7. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8<sup>th</sup> edition,2011

<b>2003BA011</b>	<b>MERCHANT BANKING AND FINANCIAL SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**UNIT I MERCHANT BANKING 9 Hours**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI- Supply Chain Financing.

**UNIT II ISSUE MANAGEMENT 9 Hours**

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.

**UNIT III OTHER FEE BASED SERVICES 9 Hours**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

**UNIT IV FUND BASED FINANCIAL SERVICES 9 Hours**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT V OTHER FUND BASED FINANCIAL SERVICES 9 Hours**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfeiting – Venture Capital.

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 Know the necessity and importance of merchant banking and financial system
- CO2 Understand the core of issue management, post issue activities and NRI Marketing
- CO3 Understand the fee based financial services, credit rating and Mutual fund business valuation
- CO4 Recite the financial services, in leasing and hire purchasing.
- CO5 Identify the fund based financial services.

**REFERENCES:**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. NalinipravaTripathy, Financial Services, PHI Learning, 2011.
3. Sasidharan, Financial Services and System, TMH, New Delhi, 2nd Edition, 2011.
4. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
5. Hull, Risk Management and Financial Institutions, Pearson Education, 2009
6. Varshney P.N & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi. 2007
7. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi.1992



<b>2003BA022</b>	<b>INDUSTRIAL RELATIONS AND LABOUR WELFARE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**UNIT I INDUSTRIAL RELATIONS 7 Hours**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

**UNIT II INDUSTRIAL CONFLICTS 12 Hours**

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

**UNIT III LABOUR WELFARE 8 Hours**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT IV INDUSTRIAL SAFETY 9 Hours**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT V WELFARE OF SPECIAL CATEGORIES OF LABOUR 9 Hours**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – BPO & KPO Labour - Social Assistance – Social Security – Implications.

**TOTAL: 45 HOURS**

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

CO1 Understand the relationship between Employee Relations and Industrial Relations

CO2 Understand the reason for conflicts in organizational context.

CO3 Understand the various welfare measures taken up by the organization for the betterment of workers

CO4 Communicate the working conditions of workers and legal provisions related to the accidents and hazards.

CO5 Apply the various provisions of social security measures in the organization.

**REFERENCES:**

1. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations & Labour Laws. Tata McGraw Hill.2012
2. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2008.
4. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
6. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007
7. P.R.N Sinha, Indubala Sinha, Seema Priyardarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004.
8. RS Dwivedi, Human relation and Organisational behavior, Macmillan, 2003.

<b>2003BA046</b>	<b>CORPORATE GOVERNANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**UNIT I                      FUNDAMENTALS OF CORPORATE AND GOVERNANCE                      9 Hours**

Understanding Corporate Governance: Corporate governance – an overview, History of corporate governance- Concept of corporations -Concept of extended view of corporate citizenship, Owners and stakeholders, Types of owners, Rights and privileges of shareholders (Fernando, 4), Ownership structures and corporate governance- Pyramids and Tunneling:- Issues of corporate control and cash flow rights- Examples from restructure proposals of Vedanta group -Need for investor protection

**UNIT II                      THEORIES AND PRACTICE OF CORPORATE GOVERNANCE                      9 Hours**

Concepts of Corporate Governance-Theory & practices of corporate governance, corporate governance mechanism and overview – land marks in emergence of corporate governance. Perspectives on Corporate Governance-Market and control model of governance chain- Global Corporate Governance Practices - Anglo-American Model - German Model - Japanese Model - Landmarks in Emergence of Corporate Governance- Board of Directors: Powerful Instrument of Governance - Types of Directors - Importance of Independent Directors

**UNIT III                      ADMINISTRATIVE AND AUDIT MECHANISM                      9 Hours**

Board Committees and Chairman - Separation OF CEO & Board Chairman post - Nomination Committee - Board Selection - Boards Performance Evaluation- Executive Compensation - Role of Remuneration Committee - Human Side of Governance- Financial Oversight and Audit Mechanisms - Audit Committee - Disclosure mechanisms - Role of SEBI

**UNIT IV                      GOVERNANCE METHODS AND RATING                      9 Hours**

Governance and Risk Management • Risk Management Committee - Corporate Misconduct & Mis-governance- Reasons for Corporate Misconduct - Whistle Blower’s Protection - Factors Responsible for Obstructing Effective Corporate Governance Practices- Corporate Governance Rating • Standard & Poor’s Corporate Governance Scores • Corporate Governance Rating Methodology(CRISIL)

**UNIT V                      GOVERNANCE ISSUES AND PRACTICES                      9 Hours**

Governance of Financial Organizations & PSU’s- Organizational patterns of PSU’s - Powers of PSU Boards - Governance issues in Entrepreneurial Firms - Unique issues among entrepreneurial forms- Choosing Board of Directors and Venture capitalists - Role of venture capitalists and buy-outs- Corporate Governance in Practice - Governance issues in MNC’s & Joint Ventures

**TOTAL:    45 HOURS**

**COURSE OUTCOMES:**

- After completion of the course, Student will be able to
- CO1 Demonstrate a solid understating of the purpose and nature of corporations
  - CO2 Evaluate different stakeholder’s roles and significance in relations to corporate governance
  - CO3 Explain the importance of regulation, markets and information in corporate governance
  - CO4 Understand corporate governance methods and practices
  - CO5 Critically assess governance concerns for individual corporation and their stakeholders

**REFERENCES:**

1. Mandal, S.K (2012). Ethics in Business and Corporate Governance, 2/e; New Delhi: McGraw Hill Education
2. Fernando, A.C (2012). Corporate Governance: Principles, Policies and Practices, 2/e; New Delhi:Pearson
3. Jain, Arun K (2010). Corporate Governance: Strategy and Ethics, New Delhi:McGraw Hill Education
4. Chandratre, K R and A N Navare, Corporate Governance – A Practical Handbook, Bharat Law House Pvt. Ltd., 2010Edn
5. Cadbury, Adrian, Corporate Governance and Chairmanship: a personal view, Oxford University Press,2003
6. Saleem Sheikh & William Rees, Corporate Governance & Corporate Control, Cavendish Publishing Ltd.,1995



**2004BA303**

**SUMMER TRAINING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>

**TRAINING OBJECTIVES:**

Summer Training – the training report along with the company certificate should be submitted within the four weeks of the reopening date of 3rd semester. The training report should be around 40 pages containing the details of the training undergone, the departments wherein he/she was trained with duration (Chronological diary) along with the type of managerial skills developed during the training. The training report should be sent to the Controller of Examinations by the HOD, before the last working day of the 3rd semester.

**TOTAL: 4 WEEKS**

**EVALUATION SCHEME:**

<b>Continuous Assessment</b>	<b>Marks</b>
Review I	25
Review II	25
<b>Project Evaluation</b>	
Report	25
Internal Viva Voce	25
<b>Total</b>	<b>100</b>