

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)
NAGAPATTINAM – 611 002



MASTER OF BUSINESS ADMINISTRATION

Full Time Curriculum and Syllabus

Second Year – Third Semester

Course Code	Course Name	L	T	P	C	Maximum Marks			
						CA	ES	Total	
Theory Course									
1702BA301	International Business Management	3	0	0	3	40	60	100	
1702BA302	Strategic Management	3	0	0	3	40	60	100	
1703BA007	Security Analysis and Portfolio Management	3	0	0	3	40	60	100	
1703BA008	Merchant Banking and Financial Services	3	0	0	3	40	60	100	
1703BA010	Corporate Finance	3	0	0	3	40	60	100	
1703BA013	Managerial Behavior and Effectiveness	3	0	0	3	40	60	100	
1703BA016	Industrial Relations & Labour Welfare	3	0	0	3	40	60	100	
Laboratory Course									
1704BA303	Summer Training (2 Weeks)	0	0	2	1	100	-	100	

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

1702BA301	INTERNATIONAL BUSINESS MANAGEMENT	L	T	P	C
		3	0	0	3

PREREQUISITE :

1. Marketing Management, Production Management
2. Financial Management, Human Resource Management

COURSE OBJECTIVES:

1. To enable the students to understand the fundamentals of International business.
2. To provide competence to the students on making International business decisions.
3. To enable the students to understand the financial and promotional assistance available for exporters.

UNIT I INTRODUCTION 6 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 11 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 11 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 11 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 6 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

FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :

1. Impact of Internet on Globalization.
2. Strategies and Structure of Multinational Company.

COURSE OUTCOMES:

On the successful completion of the course, students 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, 15th Edition, New Delhi, 2015.
2. Charles W.I. Hill and Arun Kumar Jain, International Business, 10th edition, Tata Mc Graw Hill, 2015
3. K Aswathappa, International Business, 4th edition, Tata Mc Graw Hill, 2010
4. Francis cherunilam, International Business, 4th 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 Ronkarien and Michael H Moffet, International business, 8th Edition, Thomsan, Bangalore, 2005

1702BA302

STRATEGIC MANAGEMENT

L	T	P	C
3	0	0	3

PREREQUISITE :

Basic concepts of Management

COURSE OBJECTIVES:

- 1.To help the students to learn the process of strategic decision making
- 2.To develop the capability of evolving strategies in competitive environments
- 3.To enable the students to have insight in implementation and control of strategic policies

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.

UNIT III STRATEGIES

10 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.

UNIT IV STRATEGY IMPLEMENTATION & EVALUATION

8 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.

TOTAL: 45 HOURS

FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :

1. Winning Strategies and Mediocre Strategies.
2. Strategies of Leading Indian Companies.

COURSE OUTCOMES:

On the successful completion of the course, students will be able to

- CO1: Comprehend the strategic management process.
- CO2: Apply the porter's five force model in business
- CO3: Apply Mc Kinsey's 7S Framework to develop corporate strategies
- CO4: Design organization structure to match the strategy
- CO5: Demonstrate why the strategic management is important in public and non-profit organization.

REFERENCES:

1. Hill, Schilling and Jones, Strategic Management: An Integrated approach, 12th 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, 12th edition, PHI, 2010
6. Dess, Lumpkin, Eisner, Strategic Management, 3rd Edition, TMH, 2009
7. Azhar Kazmi, Strategic Management and Business Policy, 3rd 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, 6th Edition, 1998

1703BA007	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		3	0	0	3

PREREQUISITE :

- 1.Accounting for Management
- 2.Financial Management

COURSE OBJECTIVES:

1. To explain the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors.
2. To classify the fundamental and technical analysis of the diverse investment avenues.
3. To compare the functioning of securities market alongside the theories and evaluate the concepts involved in portfolio management.

UNIT I INVESTMENT SETTING

9 Hours

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

UNIT II SECURITIES MARKET

9 Hours

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, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

UNIT III 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 Dodds investor ratios.

UNIT IV TECHNICAL ANALYSIS

9 Hours

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

UNIT V PORTFOLIO MANAGEMENT

9 Hours

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model - Markowitz Model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

TOTAL: 45 HOURS

FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :

1. Stock Exchange Web Site, International Stock Market Indices, Stages of Industry Life cycle
2. Practical Application of Technical Analysis, Efficient Frontier

COURSE OUTCOMES:

On the successful completion of the course, students will be able to

- CO1: Infer the basic concepts of investment settings and alternatives.
- CO2: Explain the SEBI regulations in the trading system.
- CO3: Explain the stock investment decision.
- CO4: Interpreting the techniques involved in deciding upon purchase or sale of securities
- CO5: Summarize the portfolio evaluation and capital asset pricing model.

REFERENCES:

1. S. Kevin, Securities Analysis and Portfolio Management , PHI Learning , 2012.
2. V.K.Bhalla, Investment Management, S.Chand& Company Ltd., 2012.
3. Donald E.Fischer& Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
4. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
5. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2011.
6. Bodi, Kane, Markus, Mohanty, Investments, 8th edition, Tata McGraw Hill, 2011.
7. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.

1703BA008	MERCHANT BANKING AND FINANCIAL SERVICES	L	T	P	C
		3	0	0	3

PREREQUISITE :

Financial Management

COURSE OBJECTIVES:

1. To explain the basics of merchant banking and financial system.
2. To understand the issue management and regulatory framework governing the Financial Services.
3. To expose the procedures involved in handling Financial Services.

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

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

FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :

1. Latest SEBI Amendments, Appointment of Intermediaries,
2. Active and Passive Portfolio, Accounting Procedures, DEMAT Account

COURSE OUTCOMES:

On the successful completion of the course, students 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. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi.
7. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.

1703BA010

CORPORATE FINANCE

L	T	P	C
3	0	0	3

PREREQUISITE :

1. Accounting for Management
2. Financial Management

COURSE OBJECTIVES:

1. To explain the nature of industrial finance and discuss the role of EXIM bank and commercial bank.
2. To understand the estimation of working capital and the appraisal methods in financial management.
3. To explain the financing, dividend decision and Corporate Social Responsibility.

UNIT I INDUSTRIAL FINANCE

9 Hours

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing - Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance – Finance from international sources, financing of exports – role of EXIM bank and commercial banks– Finance for rehabilitation of sick units.

UNIT II SHORT TERM-WORKING CAPITAL FINANCE

9 Hours

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

UNIT III ADVANCED FINANCIAL MANAGEMENT

9 Hours

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Investment decision, Decision tree approach in investment decisions.

UNIT IV FINANCING DECISION

9 Hours

Simulation and financing decision - cash inadequacy and cash insolvency-determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment - financing and Dividend decisions.

UNIT V CORPORATE GOVERNANCE

9 Hours

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

TOTAL: 45 HOURS

FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :

Factors affecting dividend policy.

COURSE OUTCOMES:

On the successful completion of the course, students will be able to

- CO1: Recite the advantages and disadvantages of various sources of finance.
- CO2: Explain the public deposits and inter corporate investment.
- CO3: Explain the risk analysis by using discounted cash flow technique.
- CO4: Infer the inter dependence of investment and financing decision.
- CO5: Possess the good knowledge in Corporate Disasters and Ethics.

REFERENCES:

1. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.
2. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
3. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
4. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
5. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
6. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
7. Brealey & Myers, Principles of Corporate Finance, 6th Edition, TMH, 2000
8. Ross, Westerfield & Jordan, Fundamentals of Corporate Finance, TMH, 2008
9. Website of SEBI.

1703BA016	INDUSTRIAL RELATIONS AND LABOUR WELFARE	L	T	P	C
		3	0	0	3

PREREQUISITE :

Human Resource Management

COURSE OBJECTIVES:

1. To provide basic knowledge in industrial relations.
2. To enable the students to understand the various provisions of Trade Unions
3. To impart knowledge on the legislations related to the health, hazards and accidents.

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

FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :

1. Industrial Relations in Government and Private Sector, Trade Union in Indian Scenario
2. Safety Measures, Paternity Benefit, Social Security Measures.

COURSE OUTCOMES:

On the successful completion of the course, students 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. RatnaSen, 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 Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004.
8. RS Dwivedi, Human relation and Organisational behavior, Macmillan, 2003

1704BA303

SUMMER TRAINING

L	T	P	C
0	0	2	1

TRAINING OBJECTIVES:

Summer Training – the training report along with the company certificate should be submitted within the two 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: 2 WEEKS

TRAINING OUTCOMES:

On the successful completion of the training, students will be able to

CO1:

CO2:

CO3:

EVALUATION SCHEME:

Continuous Assessment	Marks
Review I	25
Review II	25
Project Evaluation	
Report	25
Internal Viva Voce	25
Total	100