

# E.G.S. PILLAY ENGINEERING COLLEGE

(Autonomous)

NAGAPATTINAM – 611 002

(Affiliated to Anna University, Chennai | Accredited by NAAC with 'A++' Grade |  
Accredited by NBA T1(B.E. – CSE, CIVIL, ECE, EEE, MECH& B.Tech – IT) | Approved by  
AICTE, New Delhi)



## MASTER OF BUSINESS ADMINISTRATION R-2024

### SECOND YEAR

### CURRICULUM AND SYLLABUS FOR THIRD SEMESTER

SEMESTER III									
Course Code	Course Name	L	T	P	C	Maximum Marks			Category
						CA	ES	Total	
Theory Course									
2402BA301	International Business Management	3	0	0	3	40	60	100	PCC
2402BA302	Strategic Management	4	0	0	4	40	60	100	PCC
2402BA303	Business Analytics	3	0	0	3	40	60	100	PCC
2403BA000	Elective I	3	0	0	3	40	60	100	PEC
2403BA000	Elective II	3	0	0	3	40	60	100	PEC
2403BA000	Elective III	3	0	0	3	40	60	100	PEC
2403BA000	Elective IV	3	0	0	3	40	60	100	PEC
Practical Course									
2404BA304	Summer Internship (4 Weeks)	0	0	6	3	100	-	100	EEC
2404BA305	Creativity and Innovation	0	0	4	2	100	-	100	EEC
Total		22	0	12	28	480	420	900	

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

2402BA301

**INTERNATIONAL BUSINESS MANAGEMENT**

L	T	P	C
4	0	0	4

**PREREQUISITES:**

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**

**12 Hours**

Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barrierstransition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business - Issues in foreign investments - International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.

**UNIT II INTERNATIONAL BUSINESS ENVIRONMENT AND CULTURAL DIFFERENCES 12 Hours**

International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage – Managing globally distributed teams.

**UNIT III INTERNATIONAL TRADE THEORY**

**12 Hours**

Introduction — Mercantilism, — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage (Porter's Diamond) —General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD-Trade Blocks; Customs UnionEU- PTA- European Free Trade Area (EFTA) - NAFTA - Association of South East Asian Nations(ASEAN)- CARICOM- GSTPGSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC - World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).

**UNIT IV GLOBAL TRADING AND INVESTMENT ENVIRONMENT**

**12 Hours**

Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries – India's foreign policy Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs) - Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market-Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Advantages of FDI to Host and Home Countries

**UNIT V CONTEMPRORY ISSUES**

**12 Hours**

Contemporary Issues in International Business- International Sales Contract- Major LawsINCO terms-Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre-shipment InspectionCustoms Clearance- Port formalities- Exchange regulations for Export - Role of Clearing and Forwarding Agents.

**TOTAL: 60 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

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

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 Predict the issues in foreign investments.
- CO2 Understand the cultural differences between the countries.
- CO3 Interpret how the WTO and Regional Trade blocks regulate the international business.
- CO4 Understand the foreign exchange market and take appropriate measures for export promotion
- CO5 Understand the procedure for export of goods.

**REFERENCES:**

1. Charles W. L. Hill & G. Tomas M. Hult – International Business: Competing in the Global Marketplace, 15th Edition – McGraw Hill (2025)
2. Subba Rao, P. International business: Text and cases (5th edition). Mumbai, India: Himalaya Publishing House (2023).
3. John D. Daniels and Lee H. Radebaugh, Daniel Sullivan, Prashant Salwan, International Business- Environment and Operations, Pearson Education Asia, 16<sup>th</sup> Edition, New Delhi, 2022.
4. Francis cherunilam, International business: Text and cases (8th edition). New Delhi, India: PHI Learning Pvt Ltd, 2023
5. Charles W.I. Hill and Arun Kumar Jain, International Business, 10<sup>th</sup> edition, Tata Mc Graw Hill, 2015
6. K Aswathappa, International Business, 4<sup>th</sup> edition, Tata Mc Graw Hill, 2010
7. Francis cherunilam, International Business, 4<sup>th</sup> Edition, PHI, 2009

**2402BA302**

**STRATEGIC MANAGEMENT**

L	T	P	C
4	0	0	4

**PREREQUISITE :**

Basic concepts of functional areas 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 12 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 – Strategy formulation, Implementation and Evaluation-Corporate Governance and Social responsibility.

**UNIT II COMPETITIVE ADVANTAGE 12 Hours**

External Analysis - Porter's Five Forces Model-Strategic Groups- Industry life cycle analysis, Creating an Industry Matrix. Internal Analysis: Distinctive Competencies and Competitive advantage: Resources, Capabilities and Competencies–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 12 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- National Competitive advantage. Strategic analysis and choice - Corporate Portfolio Analysis – Gap analysis, SWOT Analysis – Competitor analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Balanced Score Card- Case study.

**UNIT IV STRATEGY IMPLEMENTATION & EVALUATION 12 Hours**

Strategy Implementation Process- Resource allocation- Designing Organizational structure & Control- Matching structure and control to strategy, Implementation of Strategic change, Power & Politics-Techniques for Strategic evaluation & control.

**UNIT V OTHER STRATEGIC ISSUES 12 Hours**

Strategic issues in Managing Technology and Innovation- Strategic issues in New Business Models and strategies for Internet Economy, Strategic issues in Entrepreneurial Ventures and Small business-Strategic issues in Not-for-Profit organizations- Case study.

**TOTAL: 60 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

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

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 istrate the strategic management process.
- CO2 Demonstrate the influence of porter's five force model in competitive business.
- CO3 ply Mc Kinsey's 7S Framework to develop corporate strategies
- CO4 Design organization structure to match the strategy
- CO5 Demonstrate how the strategic management plays major role in managing technology and innovation.

**REFERENCES:**

1. Fred R.David, Strategic Management: Concepts and Cases, 18<sup>th</sup> edition, Pearson, 2024
2. Hill, Schilling and Jones, Strategic Management: An Integrated approach, 12<sup>th</sup> Edition, Cengage learning, 2022
3. John A. Pearce II & Robinson, Strategic Management, 12<sup>th</sup> Edition, AITBS, 2017
4. Frank T Rothaermel, Strategic Management, 5<sup>th</sup> Edition, McGraw Hill, 2023
5. Nitish Sengupta & JS Chandan, Strategic Management, Vikas Publication 2013
6. Wheelen & David hunger, Strategic Management and Business policy, Addison Wesley, 15<sup>th</sup> Edition, 2018
7. Dess, Lumpkin, Eisner, Strategic Management, 3<sup>rd</sup> Edition, TMH, 2009
8. Azhar Kazmi, Strategic Management and Business Policy, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2008

2402BA303

**BUSINESS ANALYTICS**

L	T	P	C
3	0	0	3

**PREREQUISITE :**

Basic analytical skills

**COURSE OBJECTIVES:**

1. To use business analytics for decision making
2. To apply the appropriate analytics and generate solutions
3. To model and analyze the business situation using analytics

**UNIT I INTRODUCTION TO BUSINESS ANALYTICS**

**9 Hours**

Meaning - Historical overview of data analysis – Data Scientist Vs Data Engineer Vs Business Analyst – Career in Business Analytics – Introduction to data science – Applications for data science – Roles and Responsibilities of data scientists

**UNIT II DATA VISUALIZATION**

**9 Hours**

Data Collection-Data Management-Big Data Management-Organization/sources of data - Importance of data quality - Dealing with missing or incomplete data - Data Visualization - Data Classification Data Science Project Life Cycle: Business Requirement-Data Acquisition-Data Preparation-Hypothesis and Modeling- Evaluation and Interpretation, Deployment, Operations, Optimization

**UNIT III DATA MINING**

**9 Hours**

Introduction to Data Mining - The origins of Data Mining - Data Mining Tasks-OLAP and Multidimensional data analysis-Basic concept of Association Analysis and Cluster Analysis.

**UNIT IV MACHINE LEARNING**

**9 Hours**

Introduction to Machine Learning - History and Evolution - AI Evolution –Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science-Supervised Learning, Unsupervised Learning, Reinforcement Learning–Frame works for building Machine Learning Systems.

**UNIT V APPLICATIONS OF BUSINESS ANALYTICS**

**9 Hours**

Retail Analytics- Marketing Analytics-Financial Analytics -Healthcare Analytics –Supply Chain Analytics.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

- Prescriptive Analytics
- Data Governance and Ethics

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 Understand the role of Business Analytics in decision making
- CO2 Predict the appropriate tool for the analytics scenario
- CO3 Ability to apply the descriptive analytics tools and generate solutions
- CO4 Understanding of Predictive Analytics and applications
- CO5 Apply Prescriptive Analytics and demonstrating business process improvement

**REFERENCES:**

1. Majid Nabavi, David L.Olson Introduction to Business Analytics Editor Mark Ferguson, Business Expert press, 1<sup>st</sup> Published in 2019
2. Albright | Winston Business Analytics (Data Analysis and Decision Making ), 6<sup>th</sup> edition 2017
3. Edward Mize, Data Analytics, kindle edition, 2017
4. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.
5. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How", Pearson Ed, 2014
6. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.
7. Wiley , Fundamentals of Business Analytics , R N Prasad , Seema Acharya,2011

2404BA305

**CREATIVITY AND INNOVATION**

L	T	P	C
0	0	4	2

**PREREQUISITE :**

Innovative thinking skills

**COURSE OBJECTIVES:**

1. To understand the nuances involved in Creativity & Innovation.
2. To get hands on experience in applying creativity in problem solving.

**UNIT I INTRODUCTION**

**9 Hours**

Need for Creative and innovative thinking for quality – Essential theory about directed creativity, Components of Creativity, Methodologies and approaches, individual and group creativity, Organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.

**UNIT II MECHANISM OF THINKING AND VISUALIZATION**

**9 Hours**

Definitions and theory of mechanisms of mind heuristics and models: attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, colour symmetry. Spatial relationships and compositions in 2- and 3-dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking

**UNIT III CREATIVITY**

**9 Hours**

Nature of Creativity: Person, Process, Product and Environment, Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.

**UNIT IV CREATIVITY IN PROBLEM SOLVING**

**9 Hours**

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences. Assessing Your Personal Creativity and Ability to Innovate, Enhancing Your Creative and Innovative Abilities

**UNIT V INNOVATION**

**9 Hours**

Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving – the essential factors – Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption —Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton, Entrepreneurial Tools for Creativity and Innovation

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

- Design Thinking
- Lean Startup

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 Students will be able to describe the essential theories of creativity and innovation.
- CO2 Students will be able to explain the cognitive mechanisms of creative thoughts.
- CO3 Students will be able to summarize the nature of creativity using directed creativity tools.
- CO4 Students will be demonstrating the ability to assess and enhance their creative and innovative skills.
- CO5 Students will be able to differentiate between radical and evolutionary innovation.

**REFERENCES:**

1. Clayton M. Christensen Michael E. Raynor, "The Innovator's Solution", Harvard Business School Press Boston, USA, 2007
2. Geoffrey Petty, "How to be better at Creativity", The Industrial Society 2012
3. To get hands on experience in applying creativity in problem solving.
4. 4. Semyon D. Savransky, "Engineering of Creativity – TRIZ", CRC Press New York USA, "1 st edition 2000
5. 5. CSG Krishnamacharyalu, Lalitha R Innovation management , Himalaya Publishing House 2013

2403BA004

## CONSUMER BEHAVIOUR

L	T	P	C
3	0	0	3

### PREREQUISITE :

Marketing Management

### COURSE OBJECTIVES:

- . To enable the students to understand the dynamic nature of Consumer Behaviour
- . To give insight on the various external and internal influences on Consumer behavior.
- . To let them understand how individual consumers and organizational buyers differ in making purchase decisions.

### UNIT I INTRODUCTION 9 Hours

Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behaviour in marketing decisions- Demographics and Economy on Consumer behaviour.

### UNIT II CONSUMER BEHAVIOUR MODELS 9 Hours

Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webster and Wind Consumer Behaviour Models – Implications of the models on marketing decisions.

### UNIT III INTERNAL INFLUENCES 9 Hours

Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.

### UNIT IV EXTERNAL INFLUENCES 9 Hours

Socio-Cultural, Cross Culture - Family group – Reference group – Communication - Influences on Consumer behavior

### UNIT V PURCHASE DECISION PROCESS 9 Hours

High and low involvement - Pre-purchase and post-purchase behavior – Online purchase decision process – Diffusion of Innovation – Managing Dissonance - Emerging Issues

**TOTAL: 45 HOURS**

### FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :

1. EKB Model, Behavioural characteristics of Gen X and Gen Y
2. Culture misunderstandings, Decision process continuum, Consumerism

### COURSE OUTCOMES:

After completion of the course, Student will be able to

- CO1 Understand the consumer behavior.
- CO2 Understand the various consumer behavior models
- CO3 Understand the internal factors of consumer behavior
- CO4 Understand the external factors of consumer behavior
- CO5 Understand the decision making process

### REFERENCES:

1. Leon G.Schiffman and Leslie Joe Wisenblit, Consumer Behavior, Pearson Education, India, 2019.
2. Ramesh Kumar, Case Studies in Consumer Behaviour, 1st Edition, Pearson, 2013
3. Das Gupta. Consumer behavior, Wiley 2012.
4. ShriPrakash. Theory of Consumer behavior, 1st edition, Vikas 2012.
5. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012
6. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.
7. Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition.
8. Sheth Mittal, Consumer Behavior- A Managerial Perspective, Thomson Asia (P) Ltd., 2003.

2403BA005

**DIGITAL MARKETING**

L	T	P	C
3	0	0	3

**PREREQUISITE :**

Marketing Management

**COURSE OBJECTIVES:**

To examine and explore the role and importance of digital marketing in today's rapidly changing business environment.  
understand the students the role on digital marketing today  
know how digital marketing can be utilized by organizations and how its effectiveness can measured

**UNIT I**

**9 Hours**

Online Market space- Digital Marketing Strategy- Components -Opporties for building Brand Website - Planning and Creation- Content Marketing- Traditional VS Digital Marketing.

**UNIT II**

**9 Hours**

Search Engine optimization - Keyword Strategy- SEO Strategy - SEO success factors - On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement

**UNIT III**

**9 Hours**

E- Mail Marketing - Types of E- Mail Marketing - Email Automation - Lead Generation - Integrating Email with Social Media and Mobile- Measuring and maximizing email campaign effectiveness. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.

**UNIT IV**

**9 Hours**

Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations and buzz. Successful /benchmark Social media campaigns. Engagement Marketing-Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.

**UNIT V**

**9 Hours**

Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis- Recent trends in Digital marketing - Digital Advertising Market in India.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

- Big Data
- Social Media Marketing

**COURSE OUTCOMES:**

- After completion of the course, Student will be able to
- |     |  |
|-----|--|
| CO1 | To examine and explore the role and importance of digital marketing in today's rapidly changing business environment |
| CO2 | To focuses on how digital marketing can be utilised by organisations and how its effectiveness can measured.         |
| CO3 | To know the key elements of a digital marketing strategy   |
| CO4 | To study how the effectiveness of a digital marketing campaign can be measured                                       |
| CO5 | To demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs. |

**REFERENCES:**

1. Fundamentals of Digital Marketing by Puneet Singh Bhatia; Publisher: Pearson Education; First edition, 2017.
2. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler; Publisher: Wiley; 1st edition, April 2017,
3. Pulizzi, J Beginner's Guide to Digital Marketing , Mcgraw Hill Education. Barker, Barker, Bormann and Neher (2017), Social Media Marketing: A Strategic Approach, 2E South-Western , Cengage Learning
4. Ryan, D. (2016 ). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
5. Digital Marketing by Vandana Ahuja ; Publisher: Oxford University Press, 2015.



2403BA009	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		3	0	0	3

**PREREQUISITE :**

1. Accounting for decision making.
2. Financial Management

**COURSE OBJECTIVES:**

- 1.To understand the nuances of stock market operations.
- 2.To understand the techniques involved in deciding upon purchase or sale of securities.
- 3.To learn the basis of construction of portfolio.

**UNIT I INVESTMENT SETTING 9 Hours**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment process -Types of Investment – Investment vs Speculation- Investment vs Gambling - 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**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

1. Current situation in Capital Market
2. Top 50 shares movement in NSE

**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 Apply various valuation techniques to determine a company's intrinsic value.
- CO3 Explain the nuances of fundamental analysis and technical analysis as tools for investment decision.
- CO4 Explain how to construct an efficient portfolio
- CO5 Explore the various methods through which portfolio evaluation could be done.

**REFERENCES:**

1. S. Kevin , Securities Analysis and Portfolio Management , 3<sup>rd</sup> Edition, PHI Learning ,2024.
2. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas publishing house PVT LTD, 14<sup>th</sup> edition, 2024.
3. HR Machiraju, Indian Financial System, 5<sup>th</sup> Edition, Vikas Publishsing House , 2022
4. V.A.Avadhani, Investment Analysis and Portfolio Management, 9<sup>th</sup> edition, Himalaya Publishing House, 2013.
5. Prasannachandra, Investment analysis and Portfolio Management, 4<sup>th</sup> edition, Tata McGraw Hill, 2012.
6. V.K.Bhalla, Investment Management, 14<sup>th</sup> edition, S.Chand& Company Ltd.,2012
7. Reilly & Brown Investment Analysis and Portfolio Management, Cengage Learning, 9<sup>th</sup> edition, 2011.
8. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, 8<sup>th</sup> edition, PHI Learning., New Delhi, 2011
9. Website References [http://www.pondiuni.edu.in/storage/dde/downloads/finiv\\_sapm.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/finiv_sapm.pdf)

2403BA013

**CORPORATE FINANCE**

L	T	P	C
3	0	0	3

**PREREQUISITES :**

Accounting for Management  
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.

**UNIT II SHORT TERM-WORKING CAPITAL FINANCE**

**9 Hours**

Estimating working capital requirements - 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, Sensitivity analysis; Investment decision, Decision tree approach in investment decisions.

**UNIT IV FINANCING DECISION**

**9 Hours**

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

**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 :**

1. Factors affecting dividend policy.

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 Clarify the 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 Determining the inter dependence of investment and financing decision.
- CO5 Summarizing the good knowledge in Corporate Disasters and Ethics.

**REFERENCES:**

1. Indian Financial System, Markets, Institutions & Services 6th Edition, 75 years of policy reforms, Government securities markets, banking sector, corporate bond market, insurance sector & mutual funds, 2024
2. I.M. Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12<sup>th</sup> Edition, 2021.
3. Prasanna Chandra, **Financial Management: Theory and Practice**, 10th Edition, McGraw Hill Education, 2019
4. A.C. Fernando, Corporate governance: principles, policies and practices, Pearson Education, 3rd Edition, 2018
5. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
6. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
7. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
8. Ross, Westerfield & Jordan, Fundamentals of Corporate Finance, TMH, 2008
9. Brealey & Myers, Principles of Corporate Finance, 6<sup>th</sup> Edition, TMH, 2000
10. Website of SEBI.

<b>2403BA019</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>

**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 9 Hours**

Concepts – Importance – Industrial Relations problems in the Public Sector – Overview of the Industrial Relations Code 2020 Growth of Trade Unions – Codes of conduct

**UNIT II INDUSTRIAL CONFLICTS 9 Hours**

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

**UNIT III LABOUR WELFARE 9 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— Overview of The Occupational Safety- Health and Working Conditions Code 2020

**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 – Overview of The Code on Social Security 2020- 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:**

After completion of the course, Student will be able to

- |     |  |
|-----|--|
| CO1 | Understand the relationship between Employee Relations and Industrial Relations                          |
| CO2 | Analyze 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 mandatory requirements of social security and the legal requirements entailed in the code.     |

**REFERENCES:**

1. Sinha PRN, Indu Bala Sinha, Seema Priyadarshini Shekar, Industrial Relations, Trade Unions, and Labour Legislations, 3<sup>rd</sup> edition, Pearson, , 2021
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial Relations & Labour Laws, 2<sup>nd</sup> edition, Tata McGraw Hill. 2017
3. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
4. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2008.
5. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, 16<sup>th</sup> edition, Himalaya Publishing House, New Delhi, 2024.
6. Srivastava, Industrial Relations and Labour laws, 8<sup>th</sup> edition Vikas, 2022.
7. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007
8. P.R.N Sinha, Indubala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2021.
9. RS Dwivedi, Human relation and Organisational behavior, Macmillan, 2008
10. PK Padhi, Labour and Industrial Laws, 5<sup>th</sup> edition, PHI, 2024

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**STRATEGIC HUMAN RESOURCE MANAGEMENT**

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**PREREQUISITE :**

Human Resource Management

**COURSE OBJECTIVES:**

1. To learn different methods through which organizations are seeking to meet their HRD related need.
2. To provide students with the knowledge and skills that they can use to effectively manage human resources to achieve organizational goals
3. To provide knowledge and skills to make strategic human resource management decisions.

**UNIT I HUMAN RESOURCE DEVELOPMENT**

**9 Hours**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organization – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.

**UNIT II E-HRM**

**9 Hours**

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

**UNIT III CROSS CULTURAL HRM**

**9 Hours**

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.

**UNIT IV CAREER & COMPETENCY DEVELOPMENT**

**9 Hours**

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

**UNIT V EMPLOYEE COACHING & COUNSELING**

**9 Hours**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

**TOTAL: 45 HOURS**

**FURTHER READING / CONTENT BEYOND SYLLABUS / SEMINAR :**

1. Outsourcing
2. Return on Investment

**COURSE OUTCOMES:**

After completion of the course, Student will be able to

- CO1 Understand the strategic framework for HRD.
- CO2 Formulate various E- HRM processes.
- CO3 Understand cross cultural dynamics and education, training programs
- CO4 Develop career decisions that are aligned with professional and personal values, interests and Motivations.
- CO5 Understand the foundation of coaching and performance of counseling

**REFERENCES:**

1. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill.2011
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4. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning,2007.
5. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
6. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
7. Monir Tayeb. International Human Resource Management. Oxford. 2007.
8. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2nd edition