

COURSE	MBA	SEMESTER	III
SUB TITLE & CODE	B16FM02 BANKING MANAGEMENT AND CREDIT ANALYSIS	OPEN OFFICE HOUR	II DAY ORDER – 5&6
INSTRUCTOR	Dr. S. ANITHA	CLASS TIMING	
CLASS ROOM	II MBA	DAY ORDER	

INTRODUCTION: The study of banking remains as fascinating as ever because of its breadth and constant development. This course is designed to provide students an in-depth knowledge of banking in terms of concepts, recent developments, types of products or services offered, credit appraisal, KYC norms, AML, CRM- E- Banking, BASEL norms , CAMELS Rating and SARFAESI Act etc. This course helps the students to gain specialized knowledge in concepts, norms, and practices relating to banking and to pursue their career in banking and financial institutions.

COURSE OBJECTIVES	
CO1	To provide the student the basic knowledge of banking, recent developments in banking , functions of commercial Banks and RBI.
CO2	To familiarize the students with the types of banking, products offered by banks, negotiable instruments
CO3	To enable the students to have sound understanding of KYC Norms, AML, CRM ,E-Banking concepts
CO4	To facilitate the students to understand the Bank balance sheet structure , 5S concepts, prudential norms, asset quality etc.,
CO5	To familiarize the students with the concepts of BASEL norms, CAMELS rating and SARFAESI Act

CONTENT STRUCTURE:

UNIT	COVERAGE
Unit-1	<ul style="list-style-type: none"> • Banking basics- Recent developments in the Indian banking system • Types of Banks- Banking structures • Role and functions of Bank- Role of commercial banks as a Financial Intermediary • RBI and its role as the central bank of our country Constituent of Payment System.

Unit-2	<ul style="list-style-type: none"> • Branch banking Vs Unit banking- • Wholesale Banking and Retail Banking • Products/ Services offered by banks • Bank-Customer Relationship • Negotiable Instruments-Types, features and Precautions to be taken while honoring the cheque • Crossing Material alteration-Modes of creating charge.
Unit-3	<ul style="list-style-type: none"> • Types of customers for a bank- KYC, AML, Customer relationship management. • Non-fund based facilities, Core Banking, E- Banking, Electronic Fund Transfer, ATM - Types of Charges levied in a bank - Code of Bank Commitment to Customers - Impact of Technology in Banking Sector,
Unit-4	<ul style="list-style-type: none"> • Bank balance sheet structure. - Record keeping - 5S concepts • Principles of Lending, Credit appraisal. • Money Market Operations, Credit Risk Management, • Prudential Norms- Asset Classification – Nonperforming assets – Provisioning - Recent reforms in the banking sector in India.
Unit-5	<ul style="list-style-type: none"> • Asset Liability Management - Capital Adequacy in Banks – • Basel norms-CAMELS rating of Banks - Banking Ombudsman - SARFAESI Act – • Banking Regulation Act– Provisions relating to service and operations in bank

RECOMMEND BOOK(S)

Text Book(s)	Padmalatha Suresh and Justin Paul -Management of Banking and Financial services
Reference Book(s) and other resources	<ol style="list-style-type: none"> 1. Sundaram&Varshney- Banking Theory, Law &Practice –Sultan Chand&Sons, 2010 2. D. Muraleedharan - Banking Theory and Practice –PHI Learning Pvt. Ltd, 3rd edition, 2011 3. Taxmann- Principles &Practice of Banking- Macmillan 4. S. Natarajan&R. Parameswaran- Banking Law&Practice-S. Chand

SESSION COVERAGE PLAN

UNITS	TOPICS	NO OF HOURS	Assessment/ Feedback
UNIT -I	Banking basics- Recent developments in the Indian banking system- Types of Banks- Banking structures.	1-3	Quiz
	Role and functions of Bank- Role of commercial banks as a Financial Intermediary.	4-5	Performance in Q&A session
	RBI and its role as the central bank of our country.	6-8	

	Constituent of Payment System		
UNIT-II	Branch banking Vs Unit banking-Wholesale Banking and Retail Banking – Products/ Services offered by banks. Bank-Customer Relationship	9-12	Performance in Q&A session
	Negotiable Instruments - Types, features and Precautions to be taken while honoring the cheque –	13-15	Assignment
	Crossing Material alteration-Modes of creating charge	16-17	
UNIT III	Types of customers for a bank - KYC, AML, Customer relationship management .	18-20	Performance in Q&A session
	Non-fund based facilities, Core Banking	21-22	
	E- Banking, Electronic Fund Transfer, ATM – Types of Charges levied in a bank	23-24	Seminar
	Code of Bank Commitment to Customers – Impact of Technology in Banking Sector	25-26	Group discussion
UNIT IV	Bank balance sheet structure. - Record keeping - 5S concepts,	27-29	Assignment
	Principles of Lending, Credit appraisal- Money Market Operations, Credit Risk Management	30-32	
	Prudential Norms- Asset Classification – Nonperforming assets – Provisioning - Recent reforms in the banking sector in India	33-36	Case study & discussion
UNIT-V	Asset Liability Management - Capital Adequacy in Banks - Basel norms	37-39	Case study & discussion
	CAMELS rating of Banks - Banking Ombudsman - SARFAESI Act	40-42	Case study & discussion
	Banking Regulation Act– Provisions relating to service and operations in banks.	43-45	Question & Answer

PEDAGOGY

This course is to be delivered through highly interactive sessions using enhanced lecture, power point presentation, debate, Questioning and discussion, seminars and problem based learning case studies. A student is expected to come prepared for the class with a pre-study o the topic in question for each session. The first 10 minutes of the class will be allotted for interactive session between students and faculty.

LEARNING OUTCOME:

LEARNING OUTCOMES	
LO1	<ul style="list-style-type: none"> • Understand the functions of RBI as the regulator of the Indian Banking System
LO2	<ul style="list-style-type: none"> • Understand the meaning of wholesale, retail and universal banking
LO3	<ul style="list-style-type: none"> • Familiarize with negotiable instruments.
LO4	<ul style="list-style-type: none"> • Understand the various types of risks faced by a bank and their effective management.
LO5	<ul style="list-style-type: none"> • Familiarize with the E-Banking technique and its impact in banking sector etc
LO6	<ul style="list-style-type: none"> • Understand the balance sheet structure, 5S concepts, credit appraisal.
LO7	<ul style="list-style-type: none"> • Understand the nuances of Basel norms in strengthening of the banking system, CAMELS system for ranking the banks, SARFAESI ACT

COMPONENTS OF ASSESSMENT:

Inter Assessment – 50 Marks + University Exam – 50 Marks (100/2)

COMPONENTS OF INTERNAL ASSESSMENT:

- Cycle test : 10 Marks
- Surprise Test- : 05 Marks
- Class Participation : 05 Marks
- Model Exam : 15 Marks
- Case Study : 15 Marks

Dr.S.Anitha
Course-coordinator

Dr V M Ponniah
Dean-FOM

MB16MM04	Digital Marketing	L	T	P	C
		2	0	0	2

OBJECTIVES

- To understand the concepts of digital marketing
- To explicate the technology catalysis in delivering value
- To understand online consumer behavior and concept of cyber branding
- To distinguish the components of a web traffic plan and SEO
- To develop Insights on how organizations can leverage the benefits of social media

Sessio n	Topics	Student Preparations
Unit 1 - Marketing in the Digital Era		
1	The virtual world - Changing Marketing Landscape - The Internet and Business	T1 - Pg 4 - 14
2	online Marketing Domains - The behavioral Internet	T1 - Pg 16 - 18
3	E-Marketing and CRM - Online advertising	T1- Pg 19 - 21
4	Internet and Integrated Marketing communication - sales and Trade Promotion	T1 - Pg 21 - 26
5	Digital Marketing Optimization - The need for digital engagement - Implications of Digital Change	T1 - Pg 26- 28, 33
6	Generation Y - Expectations and Influence - Online Marketing Mix - Online consumer - Case Study	T1 - Pg 31
Unit 2 - CUSTOMER RELATIONSHIP MANAGEMENT IN A WEB WORLD CRM		
7	Needs – Goals - Benefits of CRM	T1 - Pg 94 - 102
8	Process of CRM, CRM and the customer Life cycle -	T1 - Pg 102 - 104

9	Electronic CRM - Key CRM Applications	T1 - Pg 107 - 109, 111 - 113
10	Next generation CRM - A mobile App and a community - The New Age E-enterprise	T1 - Pg 116
11	Collaborative web and the E-enterprise -	T1 - Pg 118
12	Case study	
UNIT III - BUSINESS DRIVERS IN THE VIRTUAL WORLD		
13	Web2.0, Social Media- Social media model by Mc Kinsey -	T1 - Pg 135 - 137
14	Marketing with Networks - Social world	T1 - Pg 139 - 142
15	Social Media Analytics - Social Media Tools	T1 - Pg 142 - 152
16	The social web - Viral Marketing	T1 - Pg 152 , 155
17	Social Curation and Brands - Inbound Marketing and Co-Creation	T1 - Pg 155 - 159
18	Social Media - The Road ahead - Case study	T1 - Pg 160
UNIT IV - ONLINE BRANDING, TRAFFIC BUILDING AND INTERNET MARKETING METRICS		
19	Cyber Branding - The digital brand ecosystem - Brand, experience - Customer engagement - Brand customer Centricity	T1 - Pg 170 - 186
20	Traffic Building: Internet traffic plan - Search Marketing methods for Traffic building - Traffic volume and quality	T1 - Pg 200 - 203
21	Search Engine Marketing (SEM) - Site optimization (SEO)	T1 - Pg 203 - 205

22	Key word advertising - Key word value - Key word portfolio evaluation	T1 - Pg 205 - 208
23	Internet Marketing Metrics - websites and Internet Marketing	T1 - Pg 208 - 216
24	Web business Models; Customer centric web Business Model - E-commerce; The Spiral of Prosperity Model	T1 - Pg 224 - 226, 258 - 260
UNIT V - ONLINE TOOLS FOR MARKETING		
25	Engagement marketing through Content Management - Online campaign management using Facebook, Twitter, Corporate Blogs	T1 - Pg 285 - 290, 298 - 307
26	Sentiment Mining - Measuring Campaign effectiveness	T1 - Pg 309 , 314 - 315
27	Different Methods of Consumer Segmentation, Online Targeting,	T1 - Pg 322, 329 - 331
28	Digital ecosystem, Peer Review, Word of Mouth, Opinion leaders	T1 - Pg 341- 342 , 346 - 347
29	Online communities and co-creation	T1 - Pg 361 - 368
30	The future of Marketing - Gamification and Game - based marketing, motivation to play online games, Games as marketing tools - Case studies	T1 - Pg 412 - 416, 421

TEXTBOOK

1. Vandana Ahuja,'Digital Marketing' Oxford University Press, 2016 edition

REFERENCES

1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Paperback – Import, Kogan Page 2014
2. Vandana Ahuja ,Digital Marketing Paperback Oxford University Press 2015
3. Hanlon Annmarie , Akins Joanna , Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI 2012

Mr.Densingh joshua
Course-coordinator

Dr V M Ponniah
Dean-FOM

MB16SM06	E-BUSINESS AND MARKETING ANALYTICS	L	T	P	C
		2	0	0	2

Objectives :

To make the learner appreciate the integrated aspects of e-Business, e-Commerce and Need of Customer Relationship Management and apply the quantitative techniques to drive marketing results

Sessions	Coverage	Reference
1-3	Transitioning to the Web. History of the Internet. History of the World Wide Web, Internet and World Wide Web Development,	P 1 P 2-9
4-6	e-Business and e-Commerce Overview, Storefront Model. Auction Model. Portal Model. Dynamic-Pricing Models. B2B E-Commerce and EDI. Click-and-Mortar Businesses	P13-27
7-9	Getting Started, Putting Plans into Action, e-Business Solutions. Online Monetary Transactions: Credit-Card Transactions. Online Credit-Card Fraud. Digital Currency, e-Wallets,	P 33 - 48 P 56 – 67 P 123 - 132
10-12	Alternate Consumer Payment Options. Peer-to-Peer Payments, Smart Cards, Micropayments. Business-to-Business Transactions, e-Billing, Developing Payment Standards, Legal, Ethical, Social and Global Issues.	P 72 - 82 P 97-116
13-15	Structure of the Internet. Hardware. Connecting to the Internet, Software, Operating Systems, Enhancing Business Communication, Wireless Devices, m-Business, Wireless Internet Access, Wireless Web Technology, Software Applications for Wireless Devices, Wireless Local Area Networks , Bluetooth ,Wireless Communications, Location Tracking, Future of Wireless	P 144 - 153 P 123 - 132 P 159 - 175
16-18	Internet.Ancient Ciphers to Modern Cryptosystems, Secret-Key Cryptography, Public-Key Cryptography, Key Agreement Protocols, Key Management, Digital Signatures, Public-Key Infrastructure, Certificates and Certification Authorities, Cryptanalysis. Security Protocols, Security Attacks, Network Security, Steganography.	P 182-195 P 202 - 218

19-21	Product and service analytics – conjoint analysis – forecasting	P 235-247 P 254 - 264
22-24	inflection point – decision trees – portfolio allocation	P 291 - 302
25-27	Distribution analytics- sales analytics – Promotion analytics – allocating marketing budget	P314-331
28-30	Metrics- BSC – Dashboards –strategic metrics – pricing analytics – web analytics	P 272-286

TEXT BOOK

1. E-Business& e-Commerce for Managers, Harvey M. Deitel, Paul Deitel and Kate Steinbuhler, Pearson.
2. Sorger, Stephan. “Marketing Analytics: Strategic Models and Metrics.” Admiral Press/ CreateSpace, 2013

Reference :

1. Dave Chaffey, e-Business and e-Commerce Management: Strategy, Implementation and Practice, 4th Edition, Pearson.
2. E-commerce – Strategy, Technology and Implementation, Gary P.Schneider, 9th Edition, Cengage Learning, 2012.
3. Introduction to E-Business, Management t and Strategy, Colin Combe, Elsevier, 2011.
4. Electronic Commerce 2010, A Managerial Perspective, 6th Ed. Efraim Turban, David Kind, Jae Lee, Ting- Peng Liang, Deborrah Turban, Pearson, 2012.AvinashKaushik, Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity, Sybex Publishers
5. Venkatesan, R., Farris, P., & Wilcox, R. T. (2014). Cutting-edge marketing analytics: real world cases and data sets for hands on learning. Pearson Education.
6. Grigsby, M. (2015). Marketing Analytics: A Practical Guide to Real Marketing Science.Kogan Page Publishers.
7. Sathi, A. (2014). Engaging customers using big data: how Marketing analytics are transforming business. Palgrave Macmillan.

Practical’s 1. Guest Lecture on practical application of e-commerce and Marketing analytics

2. Create e-commerce website design and mini project.
3. Completion of project before model test

Evaluation:

1. Surprise Test
2. Cycle Test

3. Model Exam
4. Mini Project
5. Viva-voce

Course Co-ordinator

Suresh V

Dean/ MBA

Dr. V.M. Ponniah

SRM UNIVERSITY
FACULTY OF MANAGEMENT
LESSON PLAN

COURSE TITLE/CODE	Information Security Management	MB16SM02
INSTRUCTOR	Dr.V.M.Shenbagaraman	
CLASSROOM	M405B of MBA Block	
SEMESTER	3	
TOTAL CREDITS	2	
TOTAL PERIODS	30	
CLASS TIMINGS AND DAY ORDER	DAY 3 – 3 rd & 4 th Periods DAY 5 – 7 th Period	

INTRODUCTION

The global networks expand and the interconnection of the world's information systems requires smooth operation of communication solutions. However, recurring events such as virus and worm attacks are happening. Also, the success of criminal attackers illustrates the weaknesses in current information technologies and the need to provide heightened security for these systems. As a result, the essential part of information security in the modern organisation is a problem for management to solve and not a problem that technology alone can address alone. Many organizations have found that the cost of a breach in security is always higher than that of its prevention. Nowadays, due to the fast improvements in technology, customers want to perform most of their business online. The technological development in the world enhances the standard of life of people but it poses a big challenge to information security. This subject "Information Security Management" covers the business needs of Information security and the technologies available to manage it.

COURSE OBJECTIVES for all the FIVE UNITS

- The students will equip themselves with the risks in computing, goals of security, threats to secure computing and the various controls to protect security.
- To familiarize the students with the encryption, cryptography, methods, standards and also the cryptanalysis.
- To make the students understand about the program security, malicious code, types of attacks, database security, reliability and integrity.
- To enable the students about network security, threats, security controls for networks and firewall.
- The students are to be familiarized with security planning, standards, legal and ethical issues.

CONTENT STRUCTURE, PEDAGOGY AND LEARNING OUTCOME

SESSION	HOURS	UNIT	TOPIC TO BE COVERED	STUDENT PREPARATION (BOOK,PAGE)
1	1	1	Meaning of security	R1 P1-P31
2	1	1	Attacks	R1 P1-P31
3	1	1	Computer criminals	R1 P1-P31
4	1	1	Methods of Defense	R1 P1-P31
5	1	1	Case study	Live case to be given by the faculty
6	2	2	Cryptography	R1 P37-P92
7	1	2	Data encryption standard	R1 P37-P92
8	1	2	AES	R1 P37-P92
9	2	2	Public key encryption	R1 P37-P92
10	1	2	Case study	To be brought by the

				student
11	1	3	Secure programs	R1 P98-P182
12	1	3	Viruses and other malicious code	R1 P98-P182
13	1	3	Data base security	R1 P318-P351
14	1	3	Reliability and integrity	R1 P318-P351
15	2	3	Case study	website
16	1	4	Network concepts	R1 P376-P495
17	1	4	Threats in networks	R1 P376-P495
18	1	4	Network security controls	R1 P376-P495
19	1	4	Firewalls	R1 P376-P495
20	1	4	Intrusion detection systems	R1 P376-P495
21	1	4	Secure e-mail	Students to bring from web/book Newspaper / magazine/ self-experience
21	1	5	Security planning	R1 P508-P523
22	2	5	Security policies	R1 P547-P565
23	1	5	Physical security	R1 P547-P565

24	1	5	Legal and ethical issues in computer security	R1 P647-P713
25	1	5	Case study	Students to bring from web/book/ self-experience/ newspaper/ magazine

TEXT BOOK

R1 . Charles P.Pfleeger & Shari Lawrence Pfleeger, “ Security in computing” Prentice Hall of India Private Limited,New Delhi,Fourth Edition,2008

REFERENCE BOOKS

- R2. Dr.Micheal E.Whitman,HerbertJ.Mattord, “Principles of Information Security”,Cengage Learning,Fourth Indian reprint,Ninth Impression 2014.
- R3. HarlesP,Pfleeger,Shari Lawrence Pfleeger, “Security in computing”,Pearson,Fifth Impression,2011.
- R4. Michael T.Simpson, “ Ethical Hacking and Network Defense”,Course technology,Language Learning,2009.
- R5. RajineeshAgarwal,BharatBhushan Tiwari, “ Data communication and computer Networks”,VIKAS Publishing House Pvt Ltd,2009.
- R6. Williams Stallings, “ Network Security Essentials:Applications and Standards”,PearsonEducation,Second Impression,2009.

COMPONENTS OF ASSESSMENT: INTERNAL (50 MARKS) + SRM UNIVERSITY EXAMINATIONS (100/2 = 50 MARKS)

COMPONENTS OF INTERNAL ASSESSMENT

- Cycle test -10 Marks
- Surprise test -05 Marks

Class Participation **-05 Marks**

Model Examination **-15 Marks**

Mini Project **-15 Marks**

Course Co-ordinator

Dr. V.M.shenbagaraman

Dean/ MBA

Dr. V.M. Ponniah

LESSON PLAN

COURSE TITLE/CODE	MB16HR01 - LEADERSHIP	SEMESTER	II MBA
INSTRUCTOR	Dr.N.SANTHOSH KUMAR		
CLASS ROOM	M403	CLASS TIMING AND DAY ORDER	4DO- 1 &2 5DO- 5

Course Objectives:

- To recognize the leadership traits in themselves.
- Learn to lead in the most conflicting and stressful situations.
- Applying the most apt leadership style to handle a situation efficiently and matching the personal leadership style with the organizational goals and needs.

<u>SYLLABUS TOPICS</u>	<u>UNIT & SESSION NO.</u>	<u>STUDENT PREPARATION</u>	<u>TEACHING PEDAGOGY</u>	<u>LEARNING OUTCOMES</u>	<u>LEARNING ASSESSMENT TOOL</u>
Strategic Leadership Vision and Mission- Contemporary Leadership Styles	UNIT 1 Session No.1 3 hrs	B1-Pg.1-27	Interactive Lecture and Debate	<i>Concepts learnt</i>	<i>Quiz</i> <i>Debate</i> <i>What are the different types of leadership styles?</i>

				<p><i>Skills Developed</i></p> <p>Objective pattern- Conceptual skill</p> <p>Debate- Comprehensive skill</p>	
Theories of Effective Leadership - Leadership and Management Development (LMD) and Organizational Strategies	UNIT 1 Session No.2 3 hrs	B1-Pg.34-64	Interactive Lecture	<p><i>Concepts learnt</i></p> <p>Theories of Effective Leadership</p>	<p>Group Discussion</p> <p><i>Exercises focusing on which style of leadership you belongs to</i></p>
				<p><i>Skills Developed</i></p> <p>Group discussion -Decision making skill</p>	
Contextual Factors in Leadership and Management Development - Historical Development of Leadership and Management Development The Nature of Leadership and Management	UNIT 1 Session No.3 3 hrs	B1-Pg.70-179	<p>Persuasive Info graphics</p> <p>Interactive Lecture and Visual Learning</p>	<p><i>Concepts learnt</i></p> <p><i>Historical development leadership styles</i></p>	<p><i>Finding the Historical leadership style</i></p>
Factors influencing Leadership Behavior: Personality, Perception, Learning Styles	UNIT 2 Session No.4 2 hrs	B1-Pg.96-121 132-136	Interactive Lecture and Visual Learning	<p><i>Concepts learnt</i></p> <p>Learning styles</p>	<p>Personality test – Learning of ESP(Extra sensory Perception)</p>
				<p><i>Skills Developed</i></p> <p>Quiz-Conceptual skills</p>	

Leadership Skills: Managing Power, Conflict, Problem Solving, Negotiation, Creativity	UNIT 3 Session No.5 3 hrs	B1-Pg.137-219	Creativity and problem solving skill Interactive Lecture	<i>Concepts learnt</i> Creativity enhancing <i>Skills Developed</i> Group discussion - Decision making skill	Group Discussion Brain storming session
Strategy, Planning and Goal Setting Leadership and Systems Thinking, Vision and Values	UNIT 3 Session No.6 4hrs	B1-Pg.No.254- 336	Class Room Response System(CRS) Interactive Lecture	<i>Concepts learnt</i> <i>Skills developed</i> <i>Goal setting</i> Vision and value	MCQs
Management of Colleagues, Management of Internal Customers, Culture Building	UNIT 3 Session No.7 5 hrs	B2-Pg.No.104- 113	Class Room Response System(CRS)	<i>Concepts learnt</i> <i>Skills Developed</i> <i>Culture Building</i> <i>Case study</i>	Quiz

Liaison with Boss and Top Management, and External Customer Relations and Client Management.	UNIT 3 Session No.8 4 hrs	B1-Pg.No.137-150	Interactive Lecture and visual learning	<i>Concepts learnt</i> Handling the Clients, Maintaining Customer Relationship	Quiz
				<i>Skills Developed</i> <i>Quiz-Conceptual skills</i>	
Managing Followers: Define Talent management, Describe Succession management, Career management – Coaching – Mentoring – Essentials of Building and Managing Teams, Team Effectiveness, Building trust,	UNIT 4 Session No.9 5 hrs	B1- Pg.No.338-388	Lecture and visual learning	<i>Concepts learnt</i> <i>Mentoring – Coaching – Team Building</i>	Research Exercise- Building and Managing Team
				<i>Skills Developed</i> Team building	

Team Development – Ginnett’s Team Leadership Model - Design and Delivery of Leadership and Management Development Interventions - Evaluation of Leadership and Management Development	UNIT 4 Session No.10 4 hrs	B1- Pg.No.446- 737	Persuasive Infographics Interactive Lecture and Visual Learning	<i>Concepts learnt</i> Evaluation of Leadership	<i>Digital Video</i>
Developing Leadership: Global leadership and global career, IMD Programmes, Expatriate, Performance management, Repatriation – International Leadership Competencies. Contemporary Issues in Leadership and Management Development	UNIT 5 Session No.11 5 hrs	B1-Pg.No.494- 737 B1-Pg.No.738- 752	Lecture and class participation visual learning	<i>Concepts learnt</i> Performance management	<i>Mini research report</i>
Developing Leaders and Managers for a Diverse Workforce - Developing Ethical	UNIT 5 Session No.12 4 hrs	B1-Pg. No.753- 761	Lecture and class participation visual learning	<i>Concepts learnt</i> Thinking of Future leaders	Quiz

Leaders and Managers,- Developing Leaders and Managers with a Global Competence - Summary and Thoughts for the Future					
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TEXTBOOK

Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011.

REFERENCES

1. Jan Carmichael, et.al. Leadership and Management Development, Oxford Publications, 2011.
2. Uday Kumar Haldar, Leadership And Team Building, Oxford Publications, 2011
3. Chandra Mohan, Leadership and Management, , Himalaya Publishing House , 2007
4. Richard Hughes, Robert C. Ginnett, Gordon J Curphy, Leadership: enhancing the lessons of Experience, McGraw –Hill Publication, 6th Edition, 2011
5. T.V. Rao, Charu Sharma, 100 Managers in Action, McGraw- Hill Publication, 2012
6. Bonnie T Yarbrouch , Leading groups & Team, Cengage Learning, New Delhi, 2011

Dr.N.santhosh Kumar
Course-coordinator

Dr. V. M. Ponniah
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LESSONPLAN

MB 16HR06	Training and Development	L	T	P	C
		2	0	0	2

ObjectivesoftheCourse:

1. To create awareness on the importance of training in various sector in industries
2. To educate the students to acquire the training skill and knowledge.
3. To get exposure on how companies use training to equip employees for a certain task and acquire knowledge to do the task.

Session/ Unit/hours	Topic	Student Preparation	Delivery Mode/ Class Room Process	Learning	Measurement/ Assessment
Unit I 1&2 hour	➤ Introduction to Training and Development, process and significant	TB1-TB8	Dividing groups for mini project and activities.	Meaning – Concepts of training, education and development	Multiple choice questions Surprise test
3 hour 4&5 hour	➤ Principle of learning ➤ Identification of training needs	TB69-TB76 TB17-TB31	Lecture.	Purpose of training – uses of training	
6 hour	➤ Evolving training policy	TB32-TB36	Power point presentation	Learning principles and objectives	
7 hour	Application Exercise			Learning assignments and exercise	
8hour	CaseStudy		Team / Group work		

<p>Unit II</p> <p>9hour</p> <p>10hour</p> <p>11hour</p> <p>12 hour</p> <p>13 hour</p> <p>14 hour</p> <p>15&16 hour</p>	<ul style="list-style-type: none"> ➤ Training and development systems Training ➤ Training methods, training centres ➤ Role of External Agency in Training and Development, ➤ Training for change, ➤ Resistance in Training. <p>Application Exercise</p> <p>CaseStudy</p>	<p>TB76-TB79</p> <p>TB95-TB131</p> <p>TB87-TB89</p> <p>TB90-TB92</p>	<p>Class room participation</p> <p>Lecture</p> <p>Discussion</p>	<p>Structure of training and development department</p> <p>Process – steps involved</p> <p>Need of Training – Training Need Analysis (TNA) Pictorial presentation /organization chart.</p>	<p>Group discussions</p> <p>Feedback</p>
<p>Unit III</p> <p>17&18 hour</p> <p>19 hour</p> <p>20 hour</p> <p>21&22hour</p> <p>23 hour</p> <p>24hour</p> <p>25 hour</p>	<ul style="list-style-type: none"> ➤ Developing effective Trainers, ➤ Designing training programmers. ➤ Approaches to Management Development, ➤ Designing Development Programmers, ➤ Team Building Exercises, ➤ Management Games <p>Application Exercise</p> <p>CaseStudy</p>	<p>TB173-TB179</p> <p>TB180-TB191</p> <p>TB 211-TB215</p> <p>TB221-TB229</p> <p>TB193-TB198</p> <p>TB201-TB207</p>	<p>Guest lecture</p> <p>Industrial visits</p>	<p>Selection of trainees, trainers and their qualities – selection of training place, time, Preparation of training budget and manual. Conduct of training programme</p> <p>ON THE Job Training various methods merits and limitation</p> <p>OFF The Job training various methods merits and limitation</p>	<p>Quizzes,</p> <p>Completing certified course in online free coursera program</p>

<p>Unit IV</p> <p>26 hour</p> <p>27 hour</p> <p>28& 29 hour</p> <p>30 hour</p> <p>31&32hour</p>	<ul style="list-style-type: none"> ➤ Evaluation of Training and Development, ➤ Criteria, Problem and Steps involved in Evaluation. ➤ Emerging issues in Training and Development in India <p>Application Exercise</p> <p>CaseStudy</p>	<p>TB233-TB244</p> <p>TB246-TB249</p> <p>TB256-279</p>	<p>Seminars</p> <p>Online learning</p> <p>Referring various authors for application exercise</p>	<p>Management Development programme (MDP) –</p> <p>Concepts – need importance – process</p> <p>Requirements for the success of MDP</p> <p>Various methods of MDP – merits and limitations. –Transfer of learning-Action planning Project proposal-Feedback session</p>	<p>Discussions</p> <p>Management Games</p> <p>Talk Show</p>
<p>Unit V</p> <p>33&34hour</p> <p>35&36hour</p> <p>37&38hour</p> <p>39 hour</p> <p>40 hour</p>	<ul style="list-style-type: none"> ➤ Training and Professional Development: ➤ Organizational Growth and Development, ➤ Balancing Individual, Group and Organizational Needs, ➤ Organizational Development <p>Application Exercise</p> <p>CaseStudy</p>	<p>Ref 1,2,3,4</p> <p>Ref 1,2,3,4</p> <p>Ref 1,2,3,4</p> <p>Ref 1,2,3,4</p>	<p>Management games in groups</p> <p>Assignments</p>	<p>Evaluation of training programme –stages of training evaluation – methods of evaluation</p> <p>Measuring organization growth and development.</p> <p>Training and development practice in India –</p> <p>Role of ISTD.</p>	<p>Journal publication and feedback</p>

41&42Hour	Cycle test	Preparing and writing cycle test	Evaluation of test paper	Perfomance analysis and knowledge acquired in the subject	feedback on the test performance: the best work and the areas where they have to improve and the method in which they need to prepare for semester exam
43&44hour	Project Presentation and Syllabus revision	PPTs on the mini project and preparation to face the questions related to the project work done in a team.	1.presentation test 2..Discipline & dress code 3. Quality & Subject knowledge	Communication skill Confidence, Leadership Presentation skill, Overcome the stage fear.	1.Viva Voce 2.Feedback
45 hour	Revision for semester exam	Prepare unit wise before the class	Discussion & clarification of doubts	Better understanding of the concepts of international training	model exam

MethodofEvaluation:

Cycle Test – 10 Marks
 Surprise Test – 5Marks
 Mini Project -- 15 Marks
 Class participation -- 5Marks
 Model Exam – 15Marks

 Total 50 Marks

T-TextBook: Dr.B.Janakiraman, Training and Development, biztantra, new delhi , 2017.

R-ReferenceBooks:

1. Armstrong M.A. Handbook of Human Resource Management Practice Cogan Page, London
2. Dayal ,I Manpower Training in organizations Prentice Hall of India, New Delhi
3. Craig ,Robert Training and Development Handbook McGraw Hill, New York
4. Lynton,R.P and U.Pareek Training and Development irwine Doresy, Hopwood

Subject Co-ordinator
Dr.S.Sujatha

DEAN/MBA
Dr.V.M.Ponniah

LESSON PLAN

COURSE TITLE/CODE	MB16MM02-MARKETING RESEARCH	SEMESTER	II MBA
INSTRUCTOR	DR.P.S.RAJESWARI	OPEN OFFICE HOUR	
CLASS ROOM		CLASS TIMING AND DAY ORDER	3DO-8TH 4DO-4TH,7TH 5DO-2ND

Course Objectives

- To develop a research plan for execution
- To comprehend and apply effective marketing research techniques to solve day today marketing problems
- To accomplish the factual and conceptual knowledge on professional methodology and analytical procedure to scientifically arrive at solutions for business queries
- To explore and apply the value of scientific research for problem solving and decision making
- To communicate the findings and results for managerial action to gain competitive advantage and stay ahead of competition

<u>SYLLABUS TOPICS</u>	<u>UNIT & SESSION NO.</u>	<u>STUDENT PREPARATION</u>	<u>TEACHING PEDAGOGY</u>	<u>LEARNING OUTCOMES</u>	<u>LEARNING ASSESSMENT TOOL</u>
Introduction to marketing research and research design - marketing research process - marketing decision making.	UNIT 1 Session No.1 3 hrs	B1-Pg.1-27	Interactive Lecture and Debate	<i>Concepts learnt</i> Marketing Research- Contemporary issues on Market Research- Functions and Role of marketing research in real world	<i>Quiz</i> <i>Debate</i> <i>How marketing research differs from business research?</i>

				<p><i>Skills Developed</i></p> <p>Objective pattern- Conceptual skill</p> <p>Debate- Comprehensive skill</p>	
Marketing research problem - research questions and hypothesis	<p>UNIT 1 Session No.2</p> <p>3 hrs</p>	B1-Pg.34-64	<p>Joint Productive Activity(JPA)</p> <p>Interactive Lecture</p>	<p><i>Concepts learnt</i></p> <p>Designing Research questions by Formulating Research problem Overview of Marketing process-problem identification- Research questions</p> <hr/> <p><i>Skills Developed</i></p> <p>Group discussion -Decision making skill</p>	<p><i>Group Discussion</i></p> <p><i>Exercises focusing on writing Research problems and questions- Analytical skill</i></p>
Basic research design and types of research - exploratory and conclusive research designs	<p>UNIT 1 Session No.3</p> <p>3 hrs</p>	B1-Pg.70-179	<p>Persuasive Infographics</p> <p>Interactive Lecture and Visual Learning</p> <p>Article review</p>	<p><i>Concepts learnt</i></p> <p>Research Design Types of Research design and their applications</p> <p><i>Skills Developed</i></p> <p>Research Exercise- Deductive Skills</p> <p>Infographics- Analytical skills</p>	<p><i>Data visualization</i></p> <p><i>Research Exercise-B1-178-179</i></p>

Methods of data collection - secondary versus primary data - sources of secondary data	UNIT 2 Session No.4 2 hrs	B1-Pg.96-121 132-136	Interactive Lecture and Visual Learning	<i>Concepts learnt</i> Primary Vs secondary data- Internal and External source- Syndicated-computerized database	<i>Quiz based on</i> <i>Digital Video</i> <u><i>B1-PG-127</i></u>
				<i>Skills Developed</i> <i>Quiz-Conceptual skills</i>	
Focus groups - survey methods - observational methods	UNIT 2 Session No.5 3 hrs	B1-Pg.137-219	Class Room Response System(CRS) Interactive Lecture	<i>Concepts learnt</i> Classification of Qualitative Research procedures- Advantages , Disadvantages and application <i>Skills Developed</i> Group discussion - Decision making skill	<i>MCQs</i> <i>Group Discussion</i> (compare and contrast the survey and observational methods)

<p>Questionnaire design - and drafting scaling techniques -Scaling - primary scales of measurement - comparative scales – non-comparative scales - - perceptual map - semantic differential – Likert rating and ranking scales multidimensional scaling - pre-processor to MDS - scale evaluation</p>	<p>UNIT 2 Session No.6 4hrs</p>	<p>B1-Pg.No.254-336</p>	<p>Class Room Response System(CRS) Interactive Lecture</p>	<p><i>Concepts learnt</i> Types, evaluation, Application of primary scales, pre testing, testing questionnaire, types of MDS</p> <p><i>Skills developed</i> MCQs- <i>Conceptual skills</i> Questionnaire Preparation <i>-Exploratory skill</i></p>	<p><i>MCQs</i> <i>Questionnaire Preparation</i></p>
<p>Market research techniques, retail store audit, consumer panels, test marketing, research in advertising decisions, marketing audit, database marketing</p>	<p>UNIT 3 Session No.7 5 hrs</p>	<p>B2-Pg.No.104-113</p>	<p>Class Room Response System(CRS)</p>	<p><i>Concepts learnt</i> <i>Data collection methods</i></p> <hr/> <p><i>Skills Developed</i> <i>Case study,Quiz-Conceptual skills</i></p>	<p><i>Case study</i> <i>B1:PG.No.177</i> <i>Quiz</i></p>
<p>Focus group interviews - pricing research - media research</p>	<p>UNIT 3 Session No.8 4 hrs</p>	<p>B1-Pg.No.137-150</p>	<p>Interactive Lecture and visual learning</p>	<p><i>Concepts learnt</i> planning and conducting focus groups- applications-pricing</p>	<p><i>Quiz</i> <i>Research problem- B1.Pg.No.153</i></p>

				<p><i>Skills Developed</i></p> <p><i>Quiz-Conceptual skills</i></p> <p><i>Numerical problems-</i></p> <p><i>Analytical skills</i></p>	
<p>Sampling - questionnaire and scaling techniques - probability and non-probability - sampling - sampling methods - sample design</p>	<p>UNIT 4 Session No.9 5 hrs</p>	<p>B1- Pg.No.338-388</p>	<p>Lecture and visual learning</p>	<p><i>Concepts learnt</i></p> <p>Sampling process, sampling frame ,types of sampling ,<i>Census, Sample ,Types of sampling ,Process in selecting sampling- Statistical samples and target markets</i></p> <hr/> <p><i>Skills Developed</i></p> <p>Quiz-Conceptual skills</p> <p>Numerical problems-</p> <p>Analytical skills</p>	<p>Research Exercise- <i>Estimation of sample size- population-universe</i></p>

<p><i>Hypothesis testing - application of statistical tools – Univariate, bivariate and multivariate techniques.</i></p>	<p>UNIT 4 Session No.10 4 hrs</p>	<p>B1- Pg.No.446-737</p>	<p>Persuasive Infographics Interactive Lecture and Visual Learning</p>	<p>Concepts learnt Level of measurement, basic statistical analysis Fundamentals on Inferential statistics Fundamentals of univariate, bivariate and multivariate analysis and interpreting results</p> <hr/> <p>Skills Developed <i>Quiz-Conceptual skills</i> <i>Numerical problems-</i> Analytical skills</p>	<p>Digital Video https://www.youtube.com/results?search_query=Simple+and+multiple+linear+regression+models Exercises on Simple and multiple linear regression models</p>
<p>Data analysis and reporting: data collection - data preparation - data analysis</p>	<p>UNIT 5 Session No.11 5 hrs</p>	<p>B1-Pg.No.494-737 B1-Pg.No.738-752</p>	<p>Lecture and class participation visual learning</p>	<p>Concepts learnt Interpreting results, Research report preparation - Presentation skills</p> <hr/> <p>Skills Developed <i>Quiz-Conceptual skills</i> <i>Numerical problems-</i> Analytical skills</p>	<p>Mini research report</p>

Steps in formulating - setting up and implementation of a marketing research project - selling the idea of MR	UNIT 5 Session No.12 4 hrs	B1-Pg. No.753-761	Lecture and class participation visual learning	Concepts learnt Report distribution, Oral presentation, Research follow up Skills Developed Presentation and Analytical skills	Exercises on Research project-B1.Pg.No.758
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Textbook

1. Malhotra, Dash '*Marketing Research: An applied orientation*' 6th Ed. Pearson Ltd, 2012.(B1)

Reference

1. G.C. Beri, 'Marketing Research', Tata McGraw-Hill Education.
2. Churchill, Lacobucci & Israel, 'Marketing Research-A South Asian Perspective'CengageLearning, India edition, 2010.
3. Harper, W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc.,'Marketing Research – text and cases', All India Traveler Book Seller.
4. Raymond Kent, 'Marketing Research – Measurement, Method and application', International Thomson Business Press.
5. William G. Zikmund, Barry J. Babin, 'Essentials of Marketing Research, International Edition, 5e, Cengage Learning-
6. William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, 'Business Research Methods, International Edition, 9e, Cengage Learning
7. C R Kothari,Research methodology,New Age International publishers,2016(B2)

Dr.P.S.RAJESWARI
Course-coordinator

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Part A: Course Design

Course Title	FINANCIAL STATEMENT ANALYSIS AND FINANCIAL MODELLING	Course	MBA SEMESTER II
BATCH NO.	16-18	Course Code	MB16FM06

INTRODUCTION

It is imperative that management graduates who are aspiring to become business leaders in the future, have a good grasp of the tools and techniques to analyse and interpret financial statements and be able to improvise through financial modelling. Although a basic understanding of the same is common to all functional areas such as marketing, human resources, operations, systems or finance, the practical application of the same is generally considered to fall within the ambit of finance function. Be it business analytics, credit analysis or equity research, the use of financial statement analysis is fundamental and all pervasive. Hence this course is designed to equip students specialising in finance to gain a clear understanding and in depth knowledge on the various tools and techniques as well as the application of financial statement analysis and modelling.

COURSE OBJECTIVES

CO1	To equip the students with a detailed understanding of the tools and techniques of financial statement analysis including the ramifications of CAGR.
CO2	To enable the student to attain practical knowledge of various aspects of an annual report including note on accounts and management discussion and analysis.
CO3	To familiarise the students with an essential aspects of analysis including liquidity and solvency analysis.
CO4	To introduce to the student the concept of financial modelling and experience in simulated models including the Monte Carlo model.

Content Structure

Unit	Coverage
Unit 1	Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio-liquidity and solvency ratio-dividend policy-Growth measure-Computation of CAGR.



Unit	Coverage
Unit2	Notes to financial statement, additional information in annual report-segment reporting-full disclosure –comparative statement –management discussion and analysis.
Unit 3	Liquidity and solvency analysis using cash flow statement-the dilemma of cause and effect-Prerequisites often effective financial statements-case studies
Unit 4	Model structure-approaches – model use – logical functions – lookup function – financial functions and other useful functions in MS Excel to develop a new financial model based on the existing financial statements
Unit 5	Advanced functions in finance, namely NPP and IRR-Goal seek-data table-scenariosolver-Monte Carlo simulation-good modelling practices.

Text Book(s)

Recommended Book(s)	THE ANALYSIS AND USE OF FINANCIAL STATEMENTS-THIRD EDITION-GERALD I. WHITE,ASHWINPAUL C. SONDDHI,DOV FRIED
Reference Book(s) & other resources	PRACTICAL FINANCIAL MODELING A GUIDE TO CURRENT PRACTISE BY JOHNATHAN SWAN –SECOND EDITION-CIMA PUBLISHING

Part B: Course Delivery

SESSION COVERAGE PLAN		
UNIT	COVERAGE	HOURS
Unit1	Introduction to financial statement analysis, meaning, tools and techniques need for financial stamen analysis ,users of financial information	2
	<ul style="list-style-type: none"> Tools of financial statement analysis, trend analysis, projections The use of least square method 	1
	<ul style="list-style-type: none"> Ratio analysis-ROI – Dupont analysis- PE ratio –Profitability ratio 	2
	<ul style="list-style-type: none"> Financial condition ratio-liquidity ratio and solvency ratio 	2
	<ul style="list-style-type: none"> Dividend policy-growth measure-computation of CAGR 	2
Unit2	Understanding financial statements-notes to financial statement,additional information in annual report	2
	Segment reporting-full disclosure	2
	comparative statement-management discussion and analysis	2
	Financial highlights-directors report-key performance indicators and the road ahead	2
Unit 3	<ul style="list-style-type: none"> Liquidity analysis using cash flow statement 	2
	<ul style="list-style-type: none"> Solvency analysis using cash flow statement 	2
	<ul style="list-style-type: none"> The dilemma of cause and effect between liquidity and solvency - the Unitech and Subiksha case studies 	2
	Prerequisites of effective financial statement –case studies	2
Unit 4	Financial statement modelling model structure-approaches-model use	2
	Logical functions-lookup functions - financial functions and other useful functions used in MS Excel	2



	financial functions and other useful functions used in MS Excel	2
	Functional integration in modelling – case study	2
Unit 5	Advance functions in finance, namely NPV and IRR	2
	Goal seek – data table - scenarios	2
	Solver – Monte carlo simulation	2
	Good modelling practices	2
	Case studies	2

PEDAGOGY

The course is to be delivered through highly interactive sessions using a combination of power point slides, debates and discussions class room seminars and case studies.

The case studies in question shall be given to the students 5 days in advance and they are expected to come to the class with a thorough reading of the case.

Case studies on the Unitech and Subiksha will be taken. A Student is expected to come prepared for each class with a pre-study of the topic in question for each session. The first 15 minutes of the class in every session shall be devoted to interactive question answer session between the students and the faculty.

LEARNING OUTCOMES

LO1	On completion of this course, the student should be able to understand the need for financial statement analysis, the uses of financial information and the purpose for which it is done.
LO2	A student should be equipped with knowledge of analysis and interpretation of financial statement as well as special application for different purposes.
LO3	The student should be equipped with the ability to use excel and financial modelling.
LO4	Student should be familiar with use of data table scenarios-solver –Monte Carlo simulation

Dr.Ravi Thodla
Course-coordinator

Dr. V. M .Ponniah
Dean-FOM

COURSE TITLE/CODE	MB 16HR03 INTERNATIONAL HUMAN RESOURCE MANAGEMENT	SEMESTER	III (S2 ELECTIVE)
INSTRUCTOR	Mr.K.D.Balaji	OPEN OFFICE HOUR	
CLASS ROOM		CLASS TIMING AND DAY ORDER	

I. INTRODUCTION

IHRM can be defined as set of activities aimed managing organizational human resources at international level to achieve organizational objectives and achieve competitive advantage over competitors at national and international level. There are three approaches to international human resource management though they inevitably overlap each other. They are Cross cultural management, Multinational context and comparative HR and IR systems. This course would explore the implications that the process of internationalization has for the activities and policies of HRM. In particular students would learn how HRM is practiced in multinational enterprises (MNEs).

II. COURSE OBJECTIVE FOR EACH UNIT

UNITS	OBJECTIVES
I – Introduction	<ul style="list-style-type: none"> • To define the key terms in IHRM; • To outline these differences between domestic and international HRM; • To present the complexity of IHRM, the increasing potential for challenges to existing IHRM practices and current models; • To understand reflections on cross-cultural management research;
II – Staffing International operations	<ul style="list-style-type: none"> • To study issues relating to the various approaches to staffing foreign operations; • To understand role of expatriates and non-expatriates in supporting international business activities;

<p>III – International training and Development and Compensation management</p>	<ul style="list-style-type: none"> • To examine how the international assignments is a vehicle for both training and development; • To understand the role of training in preparing and supporting personnel on international assignments is also considered; • To analyze the developmental aspect of international assignments; • To examine the complexities that arise when firms move from compensation at the domestic level to compensation in an international context;
<p>IV – International Industrial Relations and Repatriation</p>	<ul style="list-style-type: none"> • To discuss the recent trends and issues in the global workforce context; • To examine the key concerns and potential constraints that trade unions may have on MNEs; • To present HR implications of off shoring strategies
<p>V – Performance management and challenges</p>	<ul style="list-style-type: none"> • To address multinational performance management at the global level and local level; • To analyze factors associated with expatriate performance, including compensation package, task and role, headquarters' support, host environment factors and cultural adjustment.

This course will provide an awareness of the range of possible national and regional models for the management of human resources within the globalised economy, an understanding of how multinational organizations can best mobilize a culturally diverse workforce and good working knowledge of the skills required to manage in an international context.

III. CONTENT STRUCTURE (each unit)

Unit	Coverage	Pg no	Hours allocated	Total Hrs	Assessment of Understanding and Clarity
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<p>I- Introduction</p>	<ol style="list-style-type: none"> 1. International Human Resource Management – Definition, Nature and Scope 2. IHRM vs Domestic HRM 3. Strategic view 4. Path to Global Status, Control mechanisms. 5. Stages in internationalization of Business – IHRM approaches 6. Cross cultural implications – cross border alliances, mergers, acquisitions, equity and joint ventures, International SMEs 	<ul style="list-style-type: none"> • TB pg no 1 & 2 • TB pg no 4 – 8 • TB pg no 15 -17 • TB pg no 47-56 • TB Pg no 82-95 	<ul style="list-style-type: none"> • 2 • 2 • 2 • 1 • 2 	<p>9 Hrs</p>	<p>Case Discussion Few multinational corporations could be selected and their internationalisation or alliance process shall be analysed and discussed</p>
<p>II – Staffing International Operations</p>	<ol style="list-style-type: none"> 1. Approaches to staffing 2. Transferring staff for international business activities 3. Role of expatriate, non-expatriates, inpatriates 4. Role of Corporate 	<ul style="list-style-type: none"> • TB Pg no 110 – 116 	<ul style="list-style-type: none"> • 3 		<ul style="list-style-type: none"> • Comparative analysis of staffing challenges among National and Multinational enterprises shall be analyzed

	<p>HR functions</p> <p>5. Recruiting and selecting staff for international business</p> <p>6. Issues in staff selection, selection criteria, International recruitment, and dual career couples</p>	<ul style="list-style-type: none"> • TB Pg no 119 – 123 • TB Pg no 124-140 	<ul style="list-style-type: none"> • 3 • 3 	9 Hrs	<ul style="list-style-type: none"> • Role play shall be conducted with the theme of Staffing and its challenges.
<p>Unit III – International Training and Development and Compensation Management</p>	<p>1. Training strategies – Expatriate training</p> <p>2. Components of pre-departure training programs and its effectiveness, Developing staff through international assignments</p> <p>3. Cross cultural training and its trends</p> <p>4. International compensation management – objectives, key components /variables,</p>	<ul style="list-style-type: none"> • TB Pg no 175-189 • TB Pg no 215-232 	<ul style="list-style-type: none"> • 3 • 3 • 3 	9 Hrs	<ul style="list-style-type: none"> • Quiz Competition could be conducted on employment and taxation law, customs, environment and employment practices of many foreign countries since this is required for successfully managing compensation and benefits in the global scenario.

	<p>approaches</p> <p>5. Issues of compensation management</p>				
<p>IV – International Industrial Relations and Repatriation</p>	<p>1. Key issues in international industrial relations</p> <p>2. Trade unions and its response to multi nationals, regional integration</p> <p>3. Repatriation – concept, Repatriation process, individual reactions to re-entry, designing and managing repatriation</p>	<ul style="list-style-type: none"> • TB Pg no 242 – 251 • TB Pg no 189-194 	<ul style="list-style-type: none"> • 3 • 3 • 3 	9 Hrs	<p>Assignments topics shall be given</p>
<p>V– Performance Management and Challenges</p>	<p>1. Multinational performance management, variables influencing performance of expatriate</p> <p>2. Performance management and performance appraisal of international employees</p> <p>3. Complexity challenges, theoretical in</p>	<ul style="list-style-type: none"> • TB Pg no 152 -155 • TB Pg no 162 • TB Pg no 268 	<ul style="list-style-type: none"> • 3 • 3 • 3 	9 Hrs	<p>Newspaper /Magazine/ Journal articles discussion shall be conducted to know the recent trends and inferences shall be submitted as an assignment</p>

	developments, choices in the future and research issues.				
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Pre requisites for the class

1. Students will be instructed to prepare themselves for the topic of discussion.
2. Students should learn at least 10 terms/definitions related to the topic.
3. Case lets shall be given to them well in advance, so as to enable them to read them thoroughly before the class room discussion.

IV. PEDAGOGY

- *Interactive lectures*
To make the students respond well to the real problems faced by the industries and the corporate world using content knowledge and analyze on the basis of curriculum knowledge.
- *Class room discussion*
To make the students understand the topics being taught, remember the principles and theories, apply and analyze in case studies, evaluate and create new ideas.
- *Case analysis*
To make students find a solution to the problems through analytical and critical thinking.
- *Debates*
To conduct healthy debates on the topics related to current trends and guide the students to bring the best out of them.
- *Assignment with topics related to current trend*
Activity based learning gives the student best understanding. At the same time they will get updated with the current trend and scenario.
- *Group projects*
The students shall be assigned group mini projects which will give them exposure to the real time problems and research experience.

V. LEARNING OUT COMES

- The students will be well versed with the subject definition, function and processes.
- The students would be able to understand various systems under HRM, challenges faced and strategies to overcome the same.
- They will be able to understand what are the basic functions of HR department in an organization and modus operandi of the same,

- Completing mini projects in a group will enable them to have discussion among themselves about topics related to the current trend and thus increasing the learning opportunities.
- The students will enable to demonstrate knowledge on employee benefits, health and safety, conflict resolution, grievance management and managing expatriates.
 - The students will get exposure to the emerging trends in the global scenario and get to know about evolving development in International Human Resources Management and Strategic Human Resources Management.

Textbook

1. Peter J. Dowling, DeniceE.Welch, International HRM, Thomson Leaning, 2011

REFERENCES

1. Peter J. Dowling, DeniceE.Welch, International HRM, Thomson Leaning, 2011
2. K.Aswathappa and SadhnaDesh, International HRM, Tata McGraw Hill, 2011
3. Monir H Tayeb, International Human Resource Management, Oxford University Press, 2011
4. S.C. Gupta, International HRM, Mac Millan, 2011
5. Tony Edwards, Chris Rees, International Human Resource Management, Person Education, 2011
6. PL Rao, International Human resource Management, Excel Books, 2011

Mr.K.D.Balaji
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Dean-FOM

MB16SM01	PREDICTIVE ANALYTICS	L	T	P	C
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Objectives:

- To prepare data for Predictive analytics
- To equip the students with association rules and modeling method
- To enhance the knowledge in assessment methods for descriptive and predictive modeling

Unit/Session	Topic	Prerequisite	Learning Outcome	Assessment (Individual)
I -1,2,3,4	Introduction - Analytics, Predictive Analytics, Business Intelligence vs. Predictive Analytics, Predictive Analytics vs. Statistics, Predictive Analytics vs. Data Analytics	Revise Statistics concepts relevant to analytics T-pp15-24	Appreciate nuances of predictive models in relation to other models of data analysis	Based on their summer project company experience, detail a case study of how predictive analytics can be used.
I-5	Who uses Predictive Analytics, Challenges in Using Predictive Analytics	Read T-pp24-25	Be able to plan predictive analytic projects	Identify stakeholders for a project
I-6	Setting up the Problem: Predictive Analytics Processing Steps, Business Understanding, Defining Data for Predictive Modeling	Read T-pp29-34	Be able to identify and define a PA problem	Take a product or service, identify and quantify the benefits of improving profitability using analytics.
I-7	Defining the Target Variable and Measures of Success for Predictive Models, Doing Predictive Modeling out of order	Read T-pp39-42	Able to identify metrics	Chart a improvement project for data
II-8	What the Data Looks Like, Single Variable Summaries	Read T-pp48-51	Create data summaries	Solve problems on data (Numericals)
II-9, 10,11, 12	Data Visualization in one dimension, Histograms, Multiple Variable Summaries, Data Visualization of Two or Higher Dimensions	Read T-pp51-83	Visualize data	Identify appropriate data visualizations
II-13-14	Value of Statistical Significance, Data Audit, Variable Cleaning, Feature Creation. Terminology,	Read T-pp51-83	Recall the principles and concepts of data quality	Complete a quiz on concepts.

	Parameter Settings,			
II-15-19	How the Data Is Organized, Measures of Interesting Rules, Deploying Association Rules, Problems with Association Rules, and Building Classification Rules from Association Rules	Read T-pp 140-147	Recall the principles and concepts of data quality	Complete a quiz on concepts.
III-20-21	Data Preparation Issues with Descriptive Modeling	Read T-pp84-151	Recall the principles and concepts of data quality	Complete a quiz on concepts.
III-22-23	Principal Component Analysis	Read T-pp 151-164	Recall the principles and concepts of data quality	Complete a quiz on concepts.
III-24-25	Clustering Algorithms, And Standard Cluster Model Interpretation	Read T-pp 161-175	Recall the principles and concepts of data quality	Complete a quiz on concepts.
IV-26-27	Decision Trees	Read T-pp 175-180	Select the appropriate tool for a data problem and solution design.	Complete a quiz on concepts.
IV-28-29	Logistic Regression, Neural Networks	Read T-pp 208-228	Select the appropriate tool for a data problem and solution design.	Complete a quiz on concepts.
IV-30-31	K-Nearest Neighbor, Native Bayes	Read T-pp228-238	Select the appropriate tool for a data problem and solution design.	Complete a quiz on concepts.
IV-32-33	Regression Models, Linear Regression. Batch Approach to Model Assessment, Assessing Regression Models	Read T-pp243-373	Appreciate methodologies and application	Complete a quiz on regression methods
V-34-40	Motivation for Ensembles, Bagging, Boosting, Improvements to Bagging and Boosting, Model Ensembles and Occam's Razor, Interpreting Model Ensembles	Read T-pp 272-288	Select the appropriate tool for a data problem and solution design.	Complete a quiz on concepts.
V-41-43	Predictive Modeling approach to Text Mining, Structured vs. Unstructured Data, Text Mining Applications	Read T-pp 288-290	Analyze the methodology wordclouds.	Identify alternative methodologies that could have been used by the company with rationale.
V-44-45	Data Sources for Text	Read T-pp 291-320	Select the appropriate	Complete a quiz

	Mining, Data Preparation Steps, Text Mining Features, Modeling with Text Mining Features, Regular Expressions, Deployment Steps		tool for a data problem and solution design.	on concepts.
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Primary Reference Book (T):

1. Applied Predictive Analytics, Dean Abbott, Wiley, 2014

Reference (R):

1. Predictive Analytics , Anasse Bari, Mohamed Chaouchi and Tommy Jung, Willey,2015
2. Alberto Cordoba, "Understanding the Predictive Analytics Lifecycle", Wiley, 2014.
3. Eric Siegel, Thomas H. Davenport, "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die", Wiley, 2013.

Dr.S.K.Manivannan.
Course-coordinator

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Dean-FOM

MB16303	INTERNATIONAL BUSINESS AND FINANCE	L	T	P	C
		4	0	0	4

OBJECTIVE: To impart knowledge on International Business and the global marketing activities to implement in the modern business environment.

TEACHING METHODOLOGY: The course is taught through Lectures, Discussions, Case studies, Presentations, Mini- projects etc.,

UNIT	Topic for Discussion	Session	Reference books
1.	Introduction to Global Business The Globalization: Drivers of Globalization, emergence of Global Institutions, the changing demographics of the Global economy. Managing in the Global Market place Stages of Internationalization	4 3 3	TB1-5 TB 6-18 TB 19-29
	Case Study : Indian Leather Goods Export	2	TB 815 -817
2.	International Trade and Business Environment International Trade Theories International Business Environment – changing dynamics of political, economic, social and technological environment Role of International Organizations: WTO, IMF, World Bank GATT, Regional Integration, Major regional trading blocks	4 4 4	TB-34-64 TB 127-177 TB 178-228
	Case Study : The Global Television Receiver Industry	2	TB 767 - 772
3.	Functional Areas Relating to International Business		TB-294-329

	International Human Resource Management	2	TB 644-651
	International Financial Management	2	TB 320-375
	International Marketing	2	TB 487-496
	International Operations	2	TB 33-54
	Case Study : Decorative Tiles Ltd.	2	TB 807 - 809
4.	The Strategy And Structure of International Business		
	Entry Strategies – Alliances and Acquisitions	3	TB 497-517
	Managing Competitive Dynamics	3	TB 638-644
	Global Organization Structures	3	
	Case Study : Towel Manufacturing Company	3	TB 791 – 795
5.	India In the Global Setting		
	EXIM Policy- Export Procedure – Documentation- INCOTERMS	3	TB 679 - 684
	Role of Export Promotion Council	3	
	Government Initiatives	2	TB 694-709
	Special Economic Zones – Export Promotion Subsidies	2	TB 685- 686
	Ethical Issues of Global business	2	TB 652- 671
	Case Study: Whose Basmati is it?	2	TB 784

Textbook(TB):Cherunilam, Francis , International Business : Text and Cases – PHI Learning Pvt. Ltd., 2010

Reference Books:

- 1.KateGillespie,JeanPierre, Jeannet,H.David Hennessey “International Marketing”, Cengage
- 2.Rakesh Mohan Joshi, “International Marketing”, Oxford University Press, 2005
- 3.SakOnkvisit& John J.Shah, “International Marketing”, Routledge Press
- 4.FrancisCherunilam, “International Business”,PHI Learning.

Dr. T. Vijayakumar
Subject Coordinator

Dr. V.M.Ponniah
Dean/FOM

**MB16MM01 PRODUCT AND BRAND MANAGEMENT
LESSON PLAN**

No of sessions 45

Theory – 100%

S.No	Session/ Unit/Hrs.	Topic	Input /Student Preparation
1	Unit I/1, 2	Introductory session- Marketing concepts	R1
2	Unit I/3,4	Product management basics-What is a product- Levels of product- Product mix-product line stretching	R1 Page 395-396, 409-415
3	Unit I/5	Classification – Consumer vs industrial- Customer analysis	R1 Page 397-398
4	Unit I/6	Category attractiveness analysis	T2 Page 74-95
5	Unit I/7	Elements of product strategy over life cycle.	R1 Page 377-388
5	Unit I/8,9	Defining competitive set, Competitor analysis.	T2-Pg 49-71, 139-181
6	Unit II/10	Brands versus products - can anything be branded - branding challenges and opportunities	T1- Page 1-28
7	Unit II/11,12	Strategic brand Management process	T1- Page 32-34
8	Unit II/15,16	Brand elements- brand names, logos ,symbols, slogans	T1- Page 117-152
9	Unit II/17	Customer based brand equity	T1- Page 41-50
10	Unit II/18	Brand positioning	T1- Page 60-69
11	Unit III/19	Designing marketing programs - Product strategy	T1- Page 166-169
12	Unit III/20,21	Pricing strategy	T1- Page 170-173
13	Unit III/22,23	channel strategy – direct -indirect channels - web strategies	T1- Page 179-188
14	Unit III/24	Integrated marketing communications	T1- Page 197-229
15	Unit III/25,26	Advertising – promotion - event marketing - public relations - personal selling	T1- Page 201-220
16	Unit III/27	Secondary brand associations	T1- Page 241-269

17	Unit IV/28,29	Brand value chain - brand equity management system	T1- Page277-292
18	Unit IV/30,31	Measuring sources of brand equity- Qualitative techniques - brand personality	T1- Page 313-328
	Unit IV/32,33	Quantitative techniques	T1- Page 329-342
19	Unit IV/34,35	Brand architecture -The Brand product Matrix-	T1- Page 377-386
20	Unit IV/36	Brand Hierarchy	T1- Page 391-394
21	Unit IV/37	Designing a Brand Strategy	T1- Page 387
22	Unit IV/38	Corporate Branding	T1- Page402-409
23	Unit V/39	Brand extensions	T1- Page 425-454
24	Unit V/40,41	Managing brands - over time	T1- Page473-498
25	Unit V/42,43	Reinforcing brands, Revitalizing Brands	T1- Page 475-492
26	Unit V/44	Adjustments to Brand port folios	T1- Page497-498
27	Unit V/45	Global brand strategy	T1- Page507-522

Internal Mark: 50 Marks

Cycle Test	:	10 Marks
Surprise Test	:	5 Marks
Class Participation	:	5 Marks
Project	:	15 Marks
Model Exam	:	15 Marks
Total	:	50 Marks

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MB16 OM03	PRODUCT DESIGN AND DEVELOPMENT	L	T	P	C
		2	0	0	2

Objectives :

To make the learner appreciate the integrated aspects of product design and development and apply the theory to practice

Sessions	Coverage	Reference
1-3	product design and development – back ground Characteristics of successful Product development. Design and Develops products Cost of product development The Challenges of product development	P 1 P 2-3 P 3-4 P 4-5 P 5-9
4-6	Generic Development process, Concept development, Product development process and Process flows, adapting the generic product development process, Product development organizations and development process	P13-27
7-9	Product planning – The product planning process , Identifying customer needs , New product development stages, Idea generation and screening	P 33 - 48 P 56 – 67 P 123 - 132
10-12	Product specification – Target Specification – Final Specification Concept generation- clarify the problem – Explore the systematic process – Reflect on the solutions	P 72 - 82 P 97-116
13-15	Concept testing- purpose of the concept test-customers response-reflect on the results and the process Concept selection – Product development Process – methodology – concept screening and scoring Product architecture – Implications of the architectures-system design	P 144 - 153 P 123 - 132 P 159 - 175
16-18	Industrial Design – Need – Impact – Design process – Management of Industrial design – Quality of Industrial design Design for Manufacturing – Estimate cost – Reduce the cost of	P 182-195

	components, assembly and supporting production	P 202 - 218
19-21	Prototyping – Principles – Technologies - Planning Robust Design- Control factors – Performance metrics –experiment plan –conduct analysis- CAD, CAM, and CIM applications product design	P 235-247 P 254 - 264
22-24	Market testing of new product- process of new product – Product development economics- Economic analysis – Financial model, Sensitivity analysis- qualitative factors on project success, Cost of Production analysis, Managing projects- project planning – project execution – project evaluation	P 291 - 302
25-27	Cost of Production analysis, Managing projects- project planning – project execution – project evaluation	P314-331
28-29	Patents and Intellectual property – Formulate a strategy and plan – prior invention – pursue applications- Reflect on the results and the process.	P 272-286
30	Protecting new ideas and designs – patent – copyrights – Trademarks and Industrial design	P 182 - 195

TEXT BOOK

1. **Karl T. Ulrich, Steven D. Eppinger & Anita goyal, Product design and development, McGraw Hill Education Private Limited, 2012.**

Reference :

1. Arlindo Silva and Ricardo Simoes, Trends in Product Design and Development, IGI global Snippet, 2011.
2. Anil Mital, Anoop Desai, Anand Subramanian and AashiMital, Product Development, Butterworth – Heinemann, 2010.
3. ImadMoustapha, Concurrent Engineering in Product Design and Development, New Age International Publishers, 2010.
4. A.K. Chitale, R.C. Gupta, Product design and manufacturing, Eastern Economy Edition, 2010.

Practical's 1. Company visit for project Preparation after cycle test.

2. Choice of product and mini project.

3. Completion of project before model test

Evaluation:

1. Surprise Test
2. Cycle Test
3. Model Exam
4. Mini Project
5. Viva-voce

Course Co-ordinator

Dr.S.Jahira Parveen

Dean/ MBA

Dr. V.M. Ponniah

MB17OM05/PROJECT MANAGEMENT

MB17OM05	PROJECT MANAGEMENT	L	T	P	C
		2	0	0	2
COURSE TITLE/CODE	MB17OM05/ PROJECT MANAGEMENT	SEMESTER			03
INSTRUCTOR	K.Kavitha	OPEN OFFICE HOURS			
CLASS ROOM		CLASS TIMING AND DAY ORDER			

COURSE OBJECTIVE:

- To get an insight on the nuances of planning, executing and controlling strategies of project management and motivate the students to become project manager of any project

UNIT 1				
INTRODUCTION	This chapter introduced the subject of project management and discussed its importance in our society. It defines what we mean by a “project,” discussed the need for project management, and described the project life cycle.			
CONTENT STRUCTURE	Unit No	Content	Hours	Student preparation
	1	Introduction to Project management – Meaning, Goals, Need for project management	1 & 2	T1(Pg.No 9-12)
	1	The project life cycle, Uncertainties in project selection decisions	3 & 4	T1(Pg.No 14-18 & 58-61)
	1	Project portfolio process – Approach to project formulation – Role of project manager	5& 6	T1(Pg.No 72-80)
	1	Types of project organizations	7	T1(Pg.No 190-203)
UNIT 2				
INTRODUCTION	This chapter explains about detailed project goals, roles and responsibilities, identifies the main stakeholders, and the level of authority of a project manager also explains about deliverable-oriented breakdown of a project into smaller components			
CONTENT STRUCTURE	Unit No	Content	Hours	Student preparation
	2	Develop project charter, Develop project management plan,	8&9	Printed material
	2	Project scope – Human resource plan	10	Printed material
	2	Project team– Contents of project plan – Work breakdown structure – Multi-disciplinary teams	11&12	T1(Pg.No 242)
UNIT 3				
INTRODUCTION	This chapter explains about what work needs to be performed, which resources of the organization will perform the work and the timeframes in which that work needs to be performed. Since the project schedule should reflect all of the work associated with delivering the project on time.			
CONTENT STRUCTURE	Unit	Content	Hours	Student preparation

	No			
	3	Methods of budgeting, Project cost estimation ,Improving cost estimates ,Budget uncertainty and risk management	13 & 14	T1(Pg.No 294-305)
	3	Scheduling the project – PERT and CPM networks, Simple problems on PERT and CPM	15,16 &18	Solving problems in class and printed material T1(Pg.No 333-337)
3	Gantt chart – Resource allocation and loading – Resource leveling – Goldratt’s critical chain	18&19	T1(Pg.No 392-415)	
UNIT 4				
INTRODUCTION	This unit explains about the processes and activities needed to determine and achieve project quality , because Quality management planning determines quality policies and procedures relevant to the project for both project deliverables and project processes, defines who is responsible for what, and documents compliance.			
CONTENT STRUCTURE	Unit No	Content	Hours	Student preparation
	4	Project quality management – Plan quality parameters – Perform quality assurance and quality control	20&21	Printed material and ppt
	4	Project risk management – Plan and identify project risks	22&23	Printed material and ppt
	4	Perform qualitative and quantitative risk analysis – Monitor and control risks	24&25	Printed material and ppt
UNIT 5				
INTRODUCTION	Since Monitoring and Controlling process is continuously performed throughout the life of the project, this unit explains about The Monitoring and Controlling process and also all the tasks and metrics necessary to ensure that the approved and authorized project is within scope, on time, and on budget so that the project proceeds with minimal risk.			
	Unit No	Content	Hours	Student preparation
	5	Monitoring the project – Control cycle	26&27	T1(Pg.No 435)
	5	Project control – Designing the control system	28	T1(Pg.No 477-488)
5	Evaluation of project – Project auditing – Project termination	29&30	T1(Pg.No 522-533)	

*T1= Textbook 1

COURSE OUTCOME:

Upon completion of the syllabus, you will be able to demonstrate professional level competencies in the following key areas of project management

- Manage the selection and initiation of individual projects and of portfolios of projects in the enterprise.
- Conduct project planning activities that accurately forecast project costs, timelines, and quality. Implement processes for successful resource, communication, and risk and change management.
- Demonstrate effective organizational leadership and change skills for managing projects, project teams, and stakeholders.

Case Study: The Schedule Delay of the Space-Transportation-System Development Project—
Hsieh, Tian

Assignment : Project Management Methods and Tools used on Ford NA New Model Programs -
Bagley, Somavarapu, Zarewych

Mini Project

Create a project plan and find the critical path (CPM)

TEXTBOOK

1. Samuel J. Mantel, Jr, Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton, M.R. Gopalan, "Project Management – Core Textbook" First Indian Edition (2006), Wiley India publication, 2011.

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MB17OM01	QUALITY MANAGEMENT	L	T	P	C
		2	0	0	2
COURSE TITLE/CODE	MB17OM01/ QUALITY MANAGEMENT	SEMESTER			03
INSTRUCTOR		OPEN OFFICE HOURS			
CLASS ROOM		CLASS TIMING AND DAY ORDER			

COURSE OBJECTIVE:

- To understand the importance of quality management
- To get an insight into the key principles and key elements of quality management and develop quality as a passion and a habit

UNIT 1				
INTRODUCTION	This unit explains the various definition of quality, importance of quality, different types and levels of quality, paradigms of quality, dimensions of product and service quality			
CONTENT STRUCTURE	Unit No	Content	Hours	Student preparation
	1	Quality – Definitions, types, levels, dimensions	1&2	T1(Pg.No 1-14)
	1	Cost of quality-Quality management– meaning and importance	3&4	T1(Pg.No 15-22)
	1	Quality Gurus – Shewart, Deming, Juran, Feigenbaum, Crosby, Ishikawa, Taguchi, Shingo and masaaki	5,6&7	T1(Pg.No 31-56)
	1	QM Kite Marks – Deming prize, MBNQA, IMC RBNQA	8&9	T1(Pg.No134-140)
UNIT 2				
INTRODUCTION	This unit focuses on the contribution made by American and Japanese quality gurus in the area of TQM also this unit elaborates on the essence of benchmarking , evolution of benchmarking, process and steps in benchmarking			
CONTENT STRUCTURE	Unit No	Content	Hours	Student preparation
	2	Old and new quality Improvement Tools	10	T1(Pg.No237-263)
	2	Continuous Improvement tools – Kaizen and Gemba kaizen, 5S	11&12	T1(Pg.No282-292)
	2	Company -wide quality control, quality function deployment, quality control circles, Poka-yoke	13&14	T1(Pg.No 298-314)
	2	Benchmarking – Meaning, types and process	15	T1(Pg.No357-366)
UNIT 3				

INTRODUCTION	This unit deals with the concept of TPM, the pillars of TPM and overall equipment effectiveness, this unit also explains about the benefits of ISO Certification and discusses the organisation promoting quality movement in India			
CONTENT STRUCTURE	Unit No	Content	Hours	Student preparation
	3	Total Productive Maintenance – FMEA, Equipment effectiveness model, pillars of TPM	16&17	T1(Pg.No 435-455)
	3	Quality management system – Principles	18	T1(Pg.No 533-535)
	3	ISO 9000 series, QMS requirements – Certification and audit	19&20	T1(Pg.No 533-538&566-597)
UNIT 4				
INTRODUCTION	This unit discusses six sigma, lean six sigma and the steps in implementing six sigma and discusses various six sigma programs			
CONTENT STRUCTURE	Unit No	Content	Hours	Student preparation
	4	Foundations of Six Sigma - Six Sigma metrics and measurement – DMAIC & DMADV methodology	21&22	T1(Pg.No 206-220)
	4	Process measurement – Process metrics	23	Printed material
	4	Process capability–Tools for process analysis– Process improvement	24&25	T1(Pg.No 176-181)
	4	Process control – Process development, optimization and verification – Implementation of Six Sigma	26	Printed material
UNIT 5				
INTRODUCTION	This unit explain about lean manufacturing- Lean manufacturing involves never ending efforts to eliminate or reduce 'muda' (Japanese for waste or any activity that consumes resources without adding value) in design, manufacturing, distribution, and customer service processes			
	Unit No	Content	Hours	Student preparation
	5	Lean manufacturing – Origin, 3M, seven deadly wastes, tools and techniques for waste elimination	27&28	T2(Pg.No 14-22)
	5	JIT, Kanban system, value stream mapping	29	T2(Pg.No 30-40)
	5	Waste elimination through SMED, visual management in waste elimination	30	T1(Pg.No 91-93 & 96-99 &122-128)

*T1= Textbook 1

T2= Textbook 2

COURSE OUTCOME:

- An understanding of the relationship among quality planning, quality assurance, and quality control
- An understanding of numerous tools and techniques which can be used to monitor and improve quality
- The ability to develop and track key quality metrics to satisfy customer needs
- The ability to determine process metrics to maintain quality standards

Case study:

- Deming's red bead experiment at techno systems
- The Deming prize and sona koyo
- Six sigma at wipro technologies
- Kaizen implementation at a national bank
- TPM at MRC bearings

Mini projects:

- Visit a service organization and find out the costs associated with the poor quality, prepare a two page report
- Develop a portfolio of advertisements from newspapers and magazines and illustrate how quality is used in promoting these products. Do the advertisements suggest different definitions of quality
- Choose an organization of your choice and conduct a 5S audit. Prepare a report on how improve house keeping practice

TEXTBOOK

1. Poornima M. Charantimath, Total Quality Management, Pearson Education, 2011.
2. S. R. Devadasan, V. Sivakumar, R. Muruges, P. R. Shalij. Lean And Agile Manufacturing: Theoretical, Practical And Research Futurities, PHI Learning Pvt. Ltd.,

REFERENCES

1. Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield, Mary Besterfield-Sacre, Total quality management, Pearson publication, 3rd edition, 2011
2. James R. Evans, Six Sigma and Process Improvement, Cengage Learning India private limited, 2009.

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Dean-FOM

LESSON PLAN

COURSE TITLE/CODE	16FM01	SEMESTER 3	II MBA
INSTRUCTOR	PROF GANESH SUBRAMANIAM		
CLASS ROOM G003		CLASS TIMING AND DAY ORDER	3DO-8TH 4DO-4TH,7TH 5DO-2ND

Course Objectives :

<u>SYLLABUS TOPICS</u>	<u>UNIT & SESSION NO.</u>	<u>STUDENT PREPARATION</u>	<u>TEACHING PEDAGOGY</u>	<u>LEARNING OUTCOMES</u>	<u>LEARNING ASSESSMENT TOOL</u>
OVERVIEW OF INVESTMENT & OBJECTIVES – SECURITY ANALYSIS & PORTFOLIO INTRODUCTION TRADITIONAL & SECURITIES BASED ASSET CLASSES	UNIT1/S1	TEXT BOOK	LECTURE	IMPORTANCE & PURPOSE OF SECURITY ANALYSIS	Q & A
INTRODUCTION TO ASSET CLASSES – SHARES, BONDS, COMMODITIES, MF, FOREX, TREASURY BILLS,	UNIT 1/S2			UNDERSTAND SECURITIES ASSETS	
ASSET CLASSES, INTRO TO DERIVATIVE PRODUCTS	UNIT1/S3			OVERVIEW OF SECURITIES PRODUCTS, DERIVATIVES	
INTRODUCTION TO TRADING MECHANISM & TRADING LIFE CYCLE	UNIT 1/S4			HOW DOES A TRADE HAPPEN	
CLEARING & SETTLEMENT PROCESS	UNIT I/S5		LIVE DEMO	STEPS IN CLEARING & SETTLEMENT	
REGULATORY FRAMEWORK	UNIT 1/S6				
INTRODUCTION TO STOCK EXCHANGES STOCK INDEXES	UNIT 1/S7				

MARKET PARTICIPANTS	UNIT 1/S8	TEXT BOOK	CLASS LECTURE	WHAT ARE MKT PARTICIPANTS & ROLE	
INTRODUCTION TO SECURITIES VALUATION	UNIT 2/1				
INTRODUCTION TO MARKET RISKS				UNDERSTANDING CONCEPT OF RISKS, TYPES	
RISK & RETURN TRADE OFFS	UNIT 2/2			CONCEPT OF RISK & RELATION WITH RETURNS	
METHODS OF STOCK VALUATION	UNIT 2/3			METHODS OF VALUING ORD, PREF SHARES, ETC	
VALUATION OF DEB SECURITIES & OTHERS	UNIT 2/4				
TYPES OF BONDS, OBJECTIVES VALUATION	UNIT 2/5			BASIC UNDERSTANDING OF BONDS & THEIR OBJECTIVES	
VALUATION OF DERIVATIVES & COMPLEX SECURITIES	UNIT 2/6			OVERVIEW OF DERIVATIVES & HOW THEY ARE VALUED	
OBJECTIVES OF SECURITY ANALYSIS & METHODS	UNIT 2/7			NEED FOR SECURITY ANALYSIS & ROLE IN INVESTMENT MGMT	
FUNDAMENTAL ANALYSIS & TOOLS	UNIT 3/1			HOW COMPANIES ARE VALUED BASED ON FUNDAMENTALS	
SECTORAL, ECONOMIC & OTHER VALUATION MODELS	UNIT 3/2			HOW INVESTMENTS ARE VALUED SECTOR WISE & ECONOMIC FACTORS	
ECONOMIC ANALYSIS, INDUSTRY ANALYSIS, COMPANY ANALYSIS	UNIT 3/3			HOW INVESTMENTS ARE ANALYSED BY INDUSTRY &	

TECHNICAL ANALYSIS	UNIT 3/4			BASIC UNDERSTANDING & OBJECTIVES OF TECHNICAL ANALYSIS	
VARIOUS TOOLS OF TECHNICAL ANALYSIS	UNIT 3/5		LIVE DEMO FROM STOCK EXCHANGE	CHARTING TYPES, GRAPHIC MODELS	
MARKET EFFICIENCY THEORY & HYPOTHESIS	UNIT 3/6			CONCEPT OF MARKET EFFICIENCY & PRACTICAL APPLNS	
INTRODUCTION TO PORTFOLIO & COMPOSITION	UNIT 3/7		CASE STUDIES	WHAT IS A PORTFOLIO & THEIR ELEMENTS	
RISK PROFILING & PORTFOLIO DEVELOPMENT	UNIT 3/8		CASE STUDIES	HOW RISK PROFILING IS DONE & ITS RELATIONSHIP WITH PORTFOLIO	
VARIOUS KINDS OF MODEL PORTFOLIOS	UNIT 4/1		REVIEW OF REAL TIME SAMPLE PORTFOLIOS CASE STUDY	HOW A PORTFOLIO IS COMPOSED	
REVIEW, RESTRUCTURING & REPORTING OF PORTFOLIOS	UNIT 4/2		CASE STUDY LIVE PORTFOLIO CHURN	REVIEW OF PORTFOLIO BASED ON FINANCIAL OBJECTIVES	
MARKOWITZ PORTFOLIO OPTIMISATION THEORIES	UNIT 4/3		PRACTICAL WORK	THEORTICAL UNDERSTANDING OF MARKOWITZ MODEL	
SHARPE, SINGLE INDEX MODELS	UNIT 4/4		LIVE CASE STUDIES	EXAMPLES OF SHARPE BETA INDICATORS, CONSTRUCTION	
CAPITAL ASSET PRICING MODEL & ARBITRAGE PRICING THEORY	UNIT 4/5		WORKED EXAMPLES	CAPM CONCEPT & CONSTRUCTION	

PORTFOLIO EVALUATION	UNIT 5/1		CASE STUDY	METHODS OF PORTFOLIO ANALYSIS	
INTRODUCTION TO SHARPE RATIO, TREYNORS RATIOS & APPLICATIONS	UNIT 5/2		TEXT BOOK	UNDERSTANDING OF PORTFOLIO EVALUATION METHODOLOGIES	
JENSENS INDEX, MEASURES OF PORTFOLIO PERFORMANCE	UNIT 5/3		CASE STUDIES	REVIEW OF PORTFOLIO PERFORMANCE, TOOLS & OBJECTIVES	

Mr. Ganesh Subramaniam
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