

# **K.S. RANGASAMY COLLEGE OF TECHNOLOGY**

**(Autonomous Institution)**



## **Curriculum and Syllabus**

**of**

## **MASTER OF BUSINESS ADMINISTRATION**

**(For the batch admitted from 2020-21 onwards)**

## **R2018**

**Accredited by NAAC with 'B++' Grade, Approved by AICTE, Affiliated to Anna University, Chennai.**

**KSR Kalvi Nagar, Tiruchengode-637 215.  
Namakkal District, Tamil Nadu, India**

<b>K.S.Rangasamy College of Technology - Autonomous Regulation</b>	<b>R2018</b>
Department	Master of Business Administration
Programme Code and Name	MBA : Master of Business Administration

## **VISION**

To be recognized as a provider of a learning environment that nurtures the infinite potential of individuals to be future professional managers who are rooted in ethics and driven by environmental and social consciousness.

## **MISSION**

- To nurture future professional managers competent to work in different sectors in urban and rural areas
- To equip students with entrepreneurial skills with a global mindset
- To focus on excellence in academic and industry-based research
- To inculcate professional ethics, commitment, and integrity

## **PROGRAMME EDUCATIONAL OBJECTIVES: MBA**

- I. Successful Management Professional: The graduates will be successful management professionals with higher order of business and entrepreneurial skills facilitating a promising career in the various management domains.
- II. Professional Competence: The graduates will have professional competence for astute decision-making, research, organization skills, planning, and its efficient implementation.
- III. Team Player: The graduates will have team player qualities to handle diversity and the leadership skills to make optimal decisions with people of cross-cultural attributes
- IV. Responsible Citizens: The graduates will be responsible citizens with ethical conduct to empower the business organizations with high integrity, and moral values

## **PROGRAMME OUTCOMES**

1. Apply knowledge of management theories and practices to solve business problems. Foster Analytical and critical thinking abilities for data-based decision-making.
2. Ability to develop Value based Leadership ability.
3. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of the business.
4. Ability to lead themselves and others in the achievement of organizational goals,
5. contributing effectively to a team environment.
6. Ability to develop entrepreneurial thinking and business acumen

## MAPPING OF PROGRAMME EDUCATIONAL OBJECTIVES (PEOs) WITH PROGRAMME OUTCOMES (Pos)

The MBA Programme outcomes leading to the achievement of the objectives are summarized in the following Table

Programme Educational Objectives	Programme Outcomes					
	PO1	PO2	PO3	PO4	PO5	PO6
PEO1	3	3	2	2	2	2
PEO2	3	3	3	2	3	3
PEO3	3	3	3	3	3	3

Contributions: 1- low, 2- medium, 3- high

### Mapping: Master of Business Administration

YEAR	SEM	COURSE CODE	COURSE NAME	PO1	PO2	PO3	PO4	PO5	PO6	
I	I	50 MB 101	Business Statistics for Decision Making	3	3	2.5	2	2	2	
		50 MB 102	Organizational Behaviour	3	2.7	2.8	3	2	2.7	
		50 MB 103	Managerial Economics	2.6	2	2.25	2.3	2	2.25	
		50 MB 104	Accounting for Management	3	2.8	2.5	2.5	2.3	2.75	
		50 MB 105	Legal Aspects of Business	2	2	-	2.5	2	2.25	
		50 MB 106	Business Communication	2	2.4	2	2	2.75	2.2	
		50 MB 107	Corporate Social Responsibility and Sustainability	2.5	2.3	2	2.5	2	3	
		50 MB1P1	Seminar – Principles of Management	2.2	2.5	2.2	2	2.4	2.2	
	II	II	50 MB 201	Quantitative Techniques	3	3	3	2	2	2
			50 MB 202	Operations Management	3	3	-	2.6	2	2
			50 MB 203	Human Resource Management	2.75	3	2.5	3	2	3
			50 MB 204	Marketing Management	2	2.25	2	3	2	2.2
			50 MB 205	Corporate Finance	3	2.5	2.6	3	2.25	2.75
			50 MB 206	Indian Ethos and Business Ethics	2.2	2	2	2.5	2.25	2.25

		50 MB 207	Research Methods for Management	3	2.6	2.3	3	2.3	2.25	
		50 MB 2P1	Business Application Software Lab	2.4	2.3	2	2	2.25	2.4	
		50 MB 301	Strategic Management	2.8	2.6	2.8	2.2	2	3	
		50 MB 3F1	International Financial Management	3	2.6	2.8	3	2	2.6	
II	III	50 MB 3F2	Financial Derivatives	2.6	2	2.25	2.4	2	2	
		50 MB 3F3	Financial Engineering	2.75	2.75	2.5	2.5	2	2.5	
		50 MB 3M1	Brand Management	2.2	2.2	2	2.8	2	2.4	
		50 MB 3M2	Advertising and Sales Promotion	2.6	2.3	2.5	3	2.3	2.6	
		50 MB 3M3	Retail Management	2.6	2.3	2.6	2.6	3	2.6	
		50 MB 3H1	Industrial Relations And Labour Welfare	3	3	3	2	2	3	
		50 MB 3H2	Strategic Human Resource Management	2.8	2.6	2.8	2.2	2	2.6	
		50 MB 3H3	Training & Development	3	3	2.2	2	2	2	
		50 MB 3G1	International Business Management	2.4	2.5	2	2.6	2.75	2	
		50 MB 3G2	Entrepreneurship Development	2	2.3		3	2	2	
		50 MB 3G3	Family Business Management	2.4	2.6	2	3	3	2.5	
		50 MB 3P1	Project Work and Viva Voce	2.4	2.3	2	2	2.25	2.4	
		IV	50 MB 401	Corporate Governance	2.5	2.8	2.2	2.6	3	2
			50 MB 4F4	Commercial Bank Management	2.75	2.5	2.3	2.6	2.6	2.6
			50 MB 4F5	Behavioural Finance	3	2.6	2.25	2.6	2.6	2.2
			50 MB 4F6	Security Analysis and Portfolio Management	2.8	2	1.8	2	2	1.8
			50 MB 4M4	Services Marketing	2.4	2.4	2	2.8	2.2	1.8
			50 MB 4M5	Sales and Distribution Management	2.6	3	2.5	3	3	2.3
			50 MB 4M6	Consumer Behaviour	2.4	2	2	3	2	2
			50 MB 4H4	Performance Management	2.75	2.5	2.6	2.5	2.5	2.25
	50 MB 4H5		Competency Management	2.8	2.5	2.75	2	2	-	
	50 MB 4H6		Change Management	2.75	2.75	2.75	2	3	2.6	
	50 MB 4G4		Tourism and Hospitality Management	2.2	2	2	2.8	2.8	2	
	50 MB 4G5		Hospital Management	2.5	2.2	2.5	2.5	1.8	2.8	
	50 MB 4G6	Creativity and Innovation	2.6	2.6	3	2.75	2.5	2.5		



# Curriculum of Regulation 2018



## SEMESTER I

S.No	Course Code	Course Name	Contact Periods	Hours/ Week			Cr
				L	T	P	C
		<b>THEORY</b>					
1.	50 MB 101	Business Statistics for Decision Making	4	3	1	0	4
2.	50 MB 102	Organizational Behaviour	3	3	0	0	3
3.	50 MB 103	Managerial Economics	4	3	1	0	4
4.	50 MB 104	Accounting for Management	4	3	1	0	4
5.	50 MB 105	Legal Aspects of Business	3	3	0	0	3
6.	50 MB 106	Business Communication	5	3	0	2	4
7.	50 MB 107	Corporate Social Responsibility and Sustainability	3	3	0	0	3
		<b>PRACTICAL</b>					
1.	50 MB 1P1	Seminar – Principles of Management	4	0	0	4	2
<b>Total</b>			30	21	3	6	27

## SEMESTER II

S.No	Course Code	Course Name	Contact Periods	Hours / Week			Cr
				L	T	P	C
		<b>THEORY</b>					
1.	50 MB 201	Quantitative Techniques	4	3	1	0	4
2.	50 MB 202	Operations Management	4	3	1	0	4
3.	50 MB 203	Human Resource Management	3	3	0	0	3
4.	50 MB 204	Marketing Management	3	3	0	0	3
5.	50 MB 205	Corporate Finance	4	3	1	0	4
6.	50 MB 206	Indian Ethos and Business Ethics	3	3	0	0	3
7.	50 MB 207	Research Methods for Management	5	3	0	2	4
		<b>PRACTICAL</b>					
1.	50 MB 2P1	Business Application Software Lab	4	0	0	4	2
<b>Total</b>			30	21	3	6	27





### SEMESTER III

S.No	Course Code	THEORY	Contact Periods	L	T	P	C
1.	50 MB 301	Strategic Management	3	3	0	0	3
2.	50 MB 3**	Elective 1	3	3	0	0	3
3.	50 MB 3**	Elective 2	3	3	0	0	3
4.	50 MB 3**	Elective 3	3	3	0	0	3
5.	50 MB 3**	Elective 4	3	3	0	0	3
6.	50 MB 3**	Elective 5	3	3	0	0	3
7.	50 MB 3**	Elective 6	3	3	0	0	3
		<b>PRACTICAL</b>					
1.	50 MB 3P1	Project Work and Viva Voce	12	0	0	12	6
		<b>Total</b>	<b>33</b>	<b>21</b>	<b>0</b>	<b>12</b>	<b>27</b>

### Semester IV

	Course Code	THEORY	Contact Periods	L	T	P	C
1.	50 MB 401	Corporate Governance	3	3	0	0	3
2.	50 MB 4**	Elective 7	3	3	0	0	3
3.	50 MB 4**	Elective 8	3	3	0	0	3
4.	50 MB 4**	Elective 9	3	3	0	0	3
5.	50 MB 4**	Elective 10	3	3	0	0	3
6.	50 MB 4**	Elective 11	3	3	0	0	3
7.	50 MB 4**	Elective 12	3	3	0	0	3
		<b>Total</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>21</b>

### List of Electives

S.No	Course Code	Course Name	Contact Periods	Hours/Week			Credit C
				L	T	P	
<b>Semester – III</b>							
	<b>Finance</b>						
1.	50 MB 3F1	International Financial Management	3	3	0	0	3
2.	50 MB 3F2	Financial Derivatives	3	3	0	0	3
3.	50 MB 3F3	Financial Engineering	3	3	0	0	3
	<b>Marketing</b>						
1.	50 MB 3M1	Brand Management	3	3	0	0	3
2.	50 MB 3M2	Advertising and Sales Promotion	3	3	0	0	3
3.	50 MB 3M3	Retail Management	3	3	0	0	3



<b>HR</b>							
1.	50 MB 3H1	Industrial Relations and Labour Welfare	3	3	0	0	3
2.	50 MB 3H2	Strategic Human Resource Management	3	3	0	0	3
3.	50 MB 3H3	Training and Development	3	3	0	0	3
<b>General Management</b>							
1.	50 MB 3G1	International Business Management	3	3	0	0	3
2.	50 MB 3G2	Entrepreneurship Development	3	3	0	0	3
3.	50 MB 3G3	Family Business Management	3	3	0	0	3

<b>Semester – IV</b>							
<b>Finance</b>							
1.	50 MB 4F4	Commercial Bank Management	3	3	0	0	3
2.	50 MB 4F5	Behavioural Finance	3	3	0	0	3
3.	50 MB 4F6	Security Analysis and Portfolio Management	3	3	0	0	3
<b>Marketing</b>							
1.	50 MB 4M4	Services Marketing	3	3	0	0	3
2.	50 MB 4M5	Sales and Distribution Management	3	3	0	0	3
3.	50 MB 4M6	Consumer Behaviour	3	3	0	0	3
<b>HR</b>							
1.	50 MB 4H4	Performance Management	3	3	0	0	3
2.	50 MB 4H5	Competency Management	3	3	0	0	3
3.	50 MB 4H6	Change Management	3	3	0	0	3
<b>General Management</b>							
1.	50 MB 4G4	Tourism and Hospitality Management	3	3	0	0	3
2.	50 MB 4G5	Hospital Management	3	3	0	0	3
3.	50 MB 4G6	Creativity and Innovation	3	3	0	0	3



## List of Open Electives

S.No	Course Code	Course Name	Contact Periods	Hours/Week			Credit
				L	T	P	C
1.	50 MB L01	Entrepreneurship Development	3	3	0	0	3
2.	50 MB L02	Intellectual Property Rights	3	3	0	0	3
3.	50 MB L03	Business Ethics	3	3	0	0	3
4.	50 MB L04	Labour Laws	3	3	0	0	3
5.	50 MB L05	Stock Trading	3	3	0	0	3



# Syllabi of I Semester



**K.S.Rangasamy College of Technology – Autonomous R2018**

**50 MB 101 - Business Statistics for Decision Making**

**Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
I	3	1	0	60	4	40	60	100

**Objective(s)**

- To accomplish an acceptable level of quantitative literacy to students
- To prepare the student for decision making roles in management
- To facilitate the quantitative reasoning of the students.
- To improve the analyzing skills of the students
- To promote the problem solving skills of the students under crisis.

**Course Outcomes**

At the end of the course, the student will be able to

- 1.Aware of the concept of central Tendency and Dispersion.
- 2.Know about basic characteristics of probability.
- 3.Acquire knowledge about Sampling method and estimation.
- 4.Know and apply appropriate hypothesis tests and make inferences of a data.
- 5.Calculate correlation and regression.

**Descriptive Statistics**  
Measures of Central Tendency: Mean, Median, Mode, and Weighted Average - Measures of dispersion: Range, Mean Deviation, Standard Deviation, and Coefficient of Variation. [12]

**Probability**  
Basic definitions and rules for probability - Conditional probability, Independence of events - Bayes' theorem – Random Variable - Probability distributions: Binomial, Poisson, Normal distributions. [12]

**Sampling Distribution and Estimation**  
Introduction to sampling distributions - Sampling distribution of mean and proportion - Estimation: Point and Interval estimates for population parameters of large sample and small samples - determining the sample size. [12]

**Testing of Hypothesis**  
Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test) and small samples (t-test) - paired t-test - ANOVA one way and two way classifications. - Chi-square test - Independence of attributes and goodness of fit. [12]

**Correlation and Regression Analysis**  
Correlation – Types, Pearson's Correlation Coefficient - Rank Correlation. Regression – Lines of regression - Regression Coefficients - Estimation using regression lines. [12]

Total Hours 60

**Text book (s):**

1. Levin R I and Rubin D S, "Statistics for Management", Pearson Education India, 7<sup>th</sup> edition, 2012.
2. Vohra N D, "Business Statistics", Tata McGraw Hill, 2012.

**Reference(s):**

1. Anderson D R, Sweeney D J and Williams T A, "Statistics for Business and Economics", Cengage Learning, 11<sup>th</sup> edition, 2012.
2. Aczel A D and Sounderpandian J, "Complete Business Statistics", Tata McGraw – Hill, 7<sup>th</sup> edition, 2017.
3. Naval Bajpai, "Business Statistics", Pearson Education, 2<sup>nd</sup> edition, 2013.
4. Sharma J K, "Business Statistics", Vikas Publishing House, 4<sup>th</sup> edition, 2014.



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 101 – Business Statistics for Decision Making	CO1	3	3		2		
	CO2	3	3		3		2
	CO3	3	3		2		
	CO4	3	3		2	2	
	CO5	3	3		3		2
	<b>Average</b>		3	3		2.4	2

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 102 - Organizational Behaviour								
Master of Business Administration - MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
I	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To familiarize the students with basic concepts of organizational behavior.</li> <li>•To provide the knowledge about individual behaviors on Personality, Attitude and Perception.</li> <li>•To enhance the knowledge on work behaviors like Learning, Motivation, and Leadership.</li> <li>•To emphasize the details about group behavior</li> <li>•To concentrate on organization system particularly on organizational culture and change.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1.Grasp the basic concepts of organizational behaviour and contributing disciplines to organizational behaviour, challenges and opportunities for organizational behaviour.</li> <li>2.Acquire the knowledge about Personality, Attitude and Perception.</li> <li>3.Know about Learning, Motivation, Leadership theories and Leadership Styles.</li> <li>4.Identify the concept of Group, Power and Conflict.</li> <li>5.Develop Knowledge about Culture and Change.</li> </ol>							
<p><b>Introduction to Organizational Behavior</b>            Concept of Organizational Behavior - Disciplines that contribute to Organizational Behavior - Challenges and Opportunities for Organizational Behavior. [9]</p> <p><b>Individual Behavior</b>            Personality: Determinants - Attitude: Components and Major job attitudes - Perception: Factors. [9]</p> <p><b>Work Behavior Theories</b>            Learning theories - Motivation theories – Leadership theories and Styles. [9]</p> <p><b>Group Behavior</b>            Group– Definition - Stages of group development– Power: Bases of power – Conflict: Process and Strategies for handling conflict. [9]</p> <p><b>The Organization System</b>            Culture: Types of culture and creating positive organizational culture – Change: Forces and Resistance to</p>								



change.

[9]

**Total Hours 45****Text book (s):**

1.	Stephen Robbins, Timothy A Judge and Neharika Vohra, "Organizational Behavior", Pearson, 16 <sup>th</sup> Edition, 2016.
2.	Fred Luthans, "Organizational Behaviour: An Evidence-Based Approach", McGraw-Hill Education, 12 <sup>th</sup> Edition, 2017.

**Reference(s):**

1.	Udai Pareek, "Understanding Organizational Behaviour", Tata McGraw Hill, 4 <sup>th</sup> Edition, 2016.
2.	Aswathappa K, "Organizational Behaviour", Himalaya Publishing House, 12 <sup>th</sup> Revised Edition, 2017.
3.	Prasad L M, "Organizational Behaviour", Sultan Chand Sons, 5 <sup>th</sup> Edition, 2014
4.	Schermerhorn, "Organizational Behavior" John Wiley publisher 12 <sup>th</sup> Edition 2011.

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 102 – Organizational Behaviour	CO1	3		3		2	
	CO2		3		3		
	CO3		3	2		2	
	CO4		2		2		
	CO5	3		2	3	2	2
	<b>Average</b>	3	2.6	2.3	2.6	2	2



**K.S.Rangasamy College of Technology – Autonomous R2018**

**50 MB 103 - Managerial Economics**

**Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit C	Maximum Marks		
	L	T	P			CA	ES	Total
I	3	1	0	60	4	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To provide an introduction to basic concepts of Micro Economics</li> <li>•To help the students to apply economic principles in business decisions.</li> <li>•To make the students to understand demand, supply, production and cost analysis</li> <li>•To concentrate on the Macro Economics issues to make the students to understand Economic Growth, National Income, Inflation and Business Cycle.</li> <li>•To help the students to know the importance of Multiplier, Accelerator, Exchange rate, Fiscal Policy and Monetary Policy.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Aware of the basic concepts and principles of managerial economics.</li> <li>2. Know the meaning of demand, law of demand, factors affecting demand, exceptions to law of demand, elasticity of demand, different methods of demand forecasting, law of supply and factors affecting supply.</li> <li>3. Learn about ISO Quant curve, ISO Cost line, laws of return to scale, meaning of cost and cost classification.</li> <li>4. Know the definition of different market structures, their features and their pricing and output decision, pricing objectives, pricing methods and pricing over the life cycle of the product.</li> <li>5. Figure out the macro economic issues like Economic Growth, National Income, Inflation, Business cycle, Multiplier, Accelerator, Exchange rate, Fiscal policy and Monetary policy.</li> </ol>							
<p><b>Introduction</b>            Definition of Managerial economics - basic concepts and principles of managerial economics. [12]</p> <p><b>Demand and Supply analysis</b>            Law of Demand - Factors affecting demand - Exception to law of demand - Elasticity of demand - Demand forecasting - Law of Supply and factors affecting Supply. [12]</p> <p><b>Production and Cost analysis</b>            Production Function - ISO Quant curve – ISO cost line and Laws of return to scale - Average Cost - Marginal Cost - Total Cost and Classification of Costs. [12]</p> <p><b>Market Structure and Pricing</b>            Perfect and Imperfect competition – Monopoly – Duopoly - Oligopoly and Bilateral Monopoly – Objectives - Policies and Methods of Pricing and Pricing over the Life cycle of the product. [12]</p> <p><b>Macro Economic issues</b>            Economic Growth - National Income – Inflation - Business Cycle – Multiplier – Accelerator - Exchange rate - Fiscal Policy and Monetary Policy. [12]</p>								
<b>Total Hours 60</b>								
<b>Text book (s):</b>								
1.	Mote VL and Samual Paul Gupta G S, "Managerial Economics Concepts and Cases", Tata McGraw Hill, 2015							
2.	N.Gregary Mankiw, "Principles of Economics", Cengage Learning, 2015							
<b>Reference(s):</b>								
1.	Metha PL, "Managerial Economics Analysis Problems and Cases", Sulltan Chand Publications, 2013							
2.	Dwivedi DN "Managerial Economics" Vikas Publishing House,2010							
3.	Vanita Agarwal, " Managerial Economics" Pearson Education India, 2013							
4.	Yogesh Maheswari, PHI Learning Pvt Ltd, 2012							





Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 103 – Managerial Economics	CO1	3	2		3		2
	CO2	3	3		2	2	3
	CO3		2	3	3		
	CO4		2			3	
	CO5	2		2			
	<b>Average</b>		2.6	2.25	2.5	2.6	2.5

50 MB 104 - Accounting for Management								
Master of Business Administration - MBA								
Semester	Hours / Week			Total hrs	Credit C	Maximum Marks		
	L	T	P			CA	ES	Total
I	3	1	0	60	4	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To provide an insight to prepare and analyze financial statements.</li> <li>•To emphasize on techniques, cash flows, and impact of accounting principles</li> <li>•To provide management control systems including planning, budgeting, reporting, analysis and performance evaluation.</li> <li>•To provide financial information about the reporting entity that is useful in making financial decisions.</li> <li>•To determine the methods by which expenditure on materials, wages and overhead are recorded, classified and allocated.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Know the concept of accounting, branches and principles of accounting.</li> <li>2. Recognize the nature and type of financial statements and prepare the format of financial statements.</li> <li>3. Learn the importance of Ratio analysis, Fund Flow and cash flow statement.</li> <li>4. Recognize the use of cost data and various techniques of cost.</li> <li>5. Learn the estimation of operating budgets and financial budgets.</li> </ol>							
<p><b>Introduction to Accounting</b>  Meaning and objectives of Accounting – Branches of Accounting – Basic Accounting cycles – principles of accounting – GAAP – IFRS. [12]</p> <p><b>Preparation of financial Statements</b>  Trading and Profit and Loss accounting –Balance sheet. [12]</p> <p><b>Financial Statement Analysis</b>  Ratio Analysis – Fund flow analysis –Cash flow analysis. [12]</p> <p><b>Cost Accounting</b>  Meaning and Objectives – Classifications of cost – Elements of Cost accounting – Preparation of Cost Sheet – Activity Based costing – Relevant costing – Marginal Costing – CVP analysis – Break even analysis. [12]</p>								

**Budgets and Budgetary Control**

Introduction – Types of Budget – Preparation and Interpretation of Budget – Techniques of Budgetary control.

[12]

**Total Hours 60****Text book (s):**

1. M Y Khan and P K Jain, "Management Accounting Text, Problems and Cases", McGraw Higher Ed Seventh, 2017.
2. S.P.Jain K.L.Narang, and Simmi Agrawal "Cost Accounting Principles and Practice", Kalaiyani Publishers, 2016.

**Reference(s):**

1. N.Ramachandran and Ram Kumar Kakani, "Financial Accounting for Management", McGraw Higher Ed, 2017.
2. Robert N Anthony, David F and Hawkins Kenneth A Merchant, "Accounting Text and Cases", McGraw Higher 13<sup>th</sup> Edition, 2013.
3. Ashok Banerjee, "Financial Accounting: A Managerial Emphasis", Excel Books, 2009
4. Robert N Anthony, David F and Hawkins Kenneth A Merchant, "Accounting Text and Cases", McGraw Higher 13<sup>th</sup> Edition, 2013.

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 104 – Accounting for Management	CO1		3		2		
	CO2	3	3	2		2	
	CO3	2	2	3	2		
	CO4		2		3	2	
	CO5	3		2		2	2
	<b>Average</b>	2.6	2.5	2.3	2.3	2	2



**K.S.Rangasamy College of Technology – Autonomous R2018**

**50 MB 105 - Legal Aspects of Business**

**Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs.	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
I	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To make the students to understand the laws connected with business</li> <li>•To enable them to understand the legal relations between partners</li> <li>•To describe the rights of unpaid sellers</li> <li>•To show the importance of Negotiable instruments and the rights of consumers</li> <li>•To help the students to understand nature and features of Company</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Identify the essential elements of valid contract and differentiate between valid contract and contingent contract.</li> <li>2. Recognize the types of partners, who can be partners, who cannot be partners and distinguish between dissolution of the firm and dissolution of partnership.</li> <li>3. Know the classification of goods and rights of unpaid sellers.</li> <li>4. Recognize the negotiable instrument and their characteristic features under negotiable instrument act, rights of consumers and remedies available for the consumers under consumer protection act and offences and penalties under prevention of corruption act.</li> <li>5. Distinguish between partnership and company and understand prospectus, memorandum of understanding and articles of association.</li> </ol>							
<p><b>Law of Contract-1872</b>                      Essential of valid contract – offer – acceptance – agreement – consideration – performance of the contract – void contract – contingent contract – breach – damages and compensation. [9]</p>								
<p><b>Law of Partnership-1932</b>                      Concept and formation of partnership – kinds of partners – legal relations between partners – rights of incoming and outgoing partners – retirement and expulsion – dissolution of the firm. [9]</p>								
<p><b>Law of Sale of Goods -1930</b>                      Definition and essentials of a contract of sale – goods and their classification – sale and transfer of ownership – transfer of title by non-owners – unpaid seller and his rights. [9]</p>								
<p><b>Negotiable Instruments Act-1881, Consumer Protection Act -1986 and Prevention of Corruption Act-1988</b>                      Characteristics of negotiable instruments and its importance – definition of promissory note – cheque and bill of exchange – holder for value and holder in due course – types of negotiable instruments – legal relation between banks and customer – rights and duties of collecting and paying bankers - Objectives and scope of Consumer Protection Act 1986 – definitions and importance of major terms used in the act – rights of consumers and remedies available to consumers – Introduction to Prevention of Corruption Act 1988 – Preliminary-offences and penalties. [12]</p>								
<p><b>Companies Act-1956</b>                      Definition and objectives of the act – types of company – memorandum of association – articles of association – prospectus – borrowing powers and meetings. [6]</p>								
								<b>Total Hours 45</b>
<b>Text book (s):</b>								
1.	Sathish B Mathur, “Business Law”, Tata McGraw Hill, 2015.							
2.	Ravinder Kumar, “Legal Aspects of Business”, Cengage Learning, 2016.							
<b>Reference(s):</b>								
1.	Bansal CL, “Business and Corporate Laws”, Excel Books, Reprint 2013.							
2	Pathak, “Legal Aspects of Business” Tata Mc Graw Hill Education, May 2017							
3	Padhi PK, “Legal Aspects of Business” PHI Learning Private Ltd, 2012							
4	Akileshwar Pathak “ Legal Aspects of Business” McGraw Hill Education (India) Pvt Ltd, 2012							



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 105- Legal Aspects of Business	CO1	2			2		3
	CO2	2			3		2
	CO3	3	2		3		2
	CO4	2	2		3		2
	CO5	2	2		2		2
	<b>Average</b>		2.2	2		2.6	

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 106 - Business Communication								
Master of Business Administration - MBA								
Semester	Hours / Week			Total hrs	Credit C	Maximum Marks		
	L	T	P			CA	ES	Total
I	3	0	2	60	4	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To provide information to the students regarding role of communication in business.</li> <li>•To make them to understand the process of preparing business messages</li> <li>•To prepare and deliver effective oral and written communication for business situations</li> <li>•To make the students to apply business communication strategies and principles.</li> <li>•To help them to plan the message by defining purpose, analyzing audience, selecting channel and medium and facilitate them to communicate globally with confidence.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1.Learn the basic concepts of Business Communication.</li> <li>2.Know the process of preparing Effective Business Messages.</li> <li>3.Aware of the concept of Listening, the Types and the barriers to effective listening.</li> <li>4.Apply the strategies in effective Oral and Written Presentation.</li> <li>5.Gain the knowledge about Business Etiquettes and its constituents in India.</li> </ol>							
<p><b>Fundamentals of Business Communication</b>  Role of Communication in Business - Components of Communications - Business Communication Process - Barriers to Communication - Seven C's of Effective Communication. [12]</p> <p><b>Basic Patterns of Business Messages</b>  Process of Preparing Effective Business Message - Appearance and Design - Good News and Neutral Messages, Bad News Messages - Persuasive Written Messages. [12]</p> <p><b>Listening Skills</b>  Types of Listening, Listening Process - Difference between Effective and Ineffective Listeners - Constructing Effective Listening Skills - Overcoming Barriers to Listening. [12]</p> <p><b>Forms and Context of Business Communication</b>  Conversation and Negotiation - Strategies for Improving Oral and Written Presentation - Strategies for Successful Interpersonal Communication – Technology - Ethical – Global - Cross Cultural Communication. [12]</p> <p><b>Business Etiquettes</b></p>								



Concept and Meaning - Constituents of Etiquette - Business Etiquettes and Modern Technology - Business Etiquettes in India. [12]

**Total Hours 60**

**Text book (s):**

1. Herta A Murphy, Herbert W Hildebrandt and Jane P Thomas, "Effective Business Communication", McGraw Hill Education, Seventh Edition 2017.
2. Hory Sankar Mukerjee, "Business Communication", Oxford University Press, New Delhi, First Edition 2013.

**Reference(s):**

1. Raymond V Lesikar, Marie E Flatley, Kathryn Rentz and Neerja Pande, "Business Communication", McGraw Hill Education (India) Private Limited, New Delhi, Eleventh Edition, 2013.
2. P. D. Chaturvedi, "Business Communication: Concepts, Cases, and Applications", Pearson Education India, 2011
3. Courtland L. Bovee, John V. Thill, "Business Communication Today", Pearson, 2017
4. Asha Kaul, "Effective Business Communication" PHI Learning, 2015

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 106 – Business Communication	CO1				2		
	CO2	2					
	CO3			2			
	CO4					3	
	CO5				3		
	<b>Average</b>	2		2	2.5	3	



**K.S.Rangasamy College of Technology – Autonomous R2018**

**50 MB 107 - Corporate Social Responsibility and Sustainability**

**Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit C	Maximum Marks		
	L	T	P			CA	ES	Total
I	3	0	0	45	3	40	60	100

**Objective(s)**

- To help the student to understand the responsibility of the enterprises for their impact on society by integrating the environmental concerns in their business
- To make them to understand the responsibility of integrating the social concerns in their business operations.
- To know about the neutral and credible platform to all stakeholders engaged in CSR
- To learn about the best practices for capturing relevant issues to foster CSR.
- To gain knowledge regarding sustainability indices – challenges and reporting methods.

**Course Outcomes**

At the end of the course, the student will be able to

- 1.Aware of the concepts evolution, objectives of CSR, benefits and principles of CSR.
- 2.Learn about the various theories of CSR, strategies and their challenges.
- 3.Know about the CSR Policy rules, formation of CSR Committee and its implementation process.
- 4.Acquire the knowledge of sustainability, terminologies and its relation with CSR.
- 5.Learn about the global reporting methods, sustainability indices – challenges and reporting methods.

**Introduction to CSR**  
 Definition – Objective – Evolution – Need for CSR – Drivers of CSR- Benefits – Principles of CSR [9]

**Theoretical Perspective**  
 Theories – Corporate Citizenship – Strategies for CSR – Role of Business Managers – Task of Managers – Importance of Performance Measurement – Challenges and Implementation [9]

**CSR – Strategy Formation**  
 Companies Act 2013 clause 135 – CSR Policy rules 2014 – CSR Committee – Developing CSR Strategy and policy – Implementation Process of CSR. [9]

**Sustainability**  
 Meaning – Scope – Corporate Sustainability - Terminologies – Sustainability an Imperative – Tripple Bottom Line. [9]

**Corporate Sustainability Reporting**  
 Global reporting Initiative – National voluntary guidelines on Social, Environmental and Economic responsibility of Business – International standard – Sustainability Indices – Challenges in main Streaming Sustainability reporting. [9]

**Total Hours 45**

**Text book (s):**

1.	Subhasis Ray and Siva Raju S, "Implementing Corporate Social Responsibility: Indian Perspective", Springers Publication, 1 <sup>st</sup> Edition, 2014
2.	Baxi C V and Rupamanjari Sinha Ray, "Corporate Social Responsibility" Vikas Publishing House, 1 <sup>st</sup> Edition, 2012

**Reference(s):**

1.	Willam B. Werther and David.B Chandler, "Strategic Corporate Social Responsibility", Sage Publications Inc. 2011.
2.	Sanju Sharma, "Business Ethics and Corporate Social Responsibility", Anubhav Publication, 1 <sup>st</sup> Edition, 2016
3.	Baxi C V and Rupamanjari Sinha Ray, "Corporate Social Responsibility" Vikas Publishing House, 1 <sup>st</sup> Edition, 2012
4.	Nayan Mitra, Rene Schmidpeter, "Corporate Social Responsibility in India: Cases and Developments After the Legal Mandate CSR, Sustainability, Ethics & Governance", Springer, 2016



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 107 - Corporate Social Responsibility and Sustainability	CO1	2	2		3		
	CO2	2	3		3		
	CO3	3	3	3	3	2	3
	CO4	2		2	3		2
	CO5	3		3	3		3
	<b>Average</b>		2.4	2.6	2.6	3	2



**K.S.Rangasamy College of Technology – Autonomous R2018**

**50 MB 1P1 - Seminar - Principles of Management**

**Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
I	0	0	4	30	2	60	40	100

**Note: Students are expected to prepare and present on the topics suggested below**

- Management Principles
- Historical Development and Globalization
- Organizational Culture, Diversity and Ethics
- Leadership and Teams
- Managing Employees; Motivation, Empowerment and Conflict Resolution
- Human Resource Management
- Planning and Strategy Formulation
- Decision Making
- Organization Structure and Change
- Future of Management

**Total Hours 30**





Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 1P1 - Seminar - Principles of Management	CO1	3		2			
	CO2		3		2		3
	CO3		3			3	
	CO4	2		3			
	CO5		3		2		3
	<b>Average</b>		2.5	3	2.5	2	3



# Syllabi of II Semester

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 201 - Quantitative Techniques****Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
II	3	1	0	60	4	40	60	100

**Objective(s)**

- To help the students to gain an understanding of linear programming problem
- To provide a rational approaches to decision making
- To help them to understand transportation problem and assignment problem
- To make the students to understand PERT and CPM
- To differentiate individual replacement from group replacement

**Course Outcomes**

At the end of the course, the student will be able to

1. Convert the business situation into a linear programming problem and solve through graphical method, simplex method and big M method.
2. Formulate and solve transportation problem and assignment problem.
3. Determine an optimal order in which different jobs can be processed and understand the basic concepts in CPM / PERT.
4. Learn about the decision making under conditions of uncertainty, risk and game theory.
5. Be aware of individual and group replacement policy to determine optimal replacement period.

**Linear Programming Problem**

Introduction – Formulation - Graphical Method - Simplex Method - Big-M Method– Duality concepts – Sensitivity Analysis – Using Excel Solver to solve LP Problems. [12]

**Transportation problem and Assignment problem**

Mathematical Formulation - Initial Basic Feasible Solution - Testing for Optimality - MODI method – Degeneracy - Unbalanced Transportation Problem - Maximization Type - Assignment problem - Mathematical Formulation - Minimization Problem - Unbalanced Assignment Problem - Maximization Problem. Transshipment Problem [12]

**Sequencing Models and Network Scheduling**

Sequencing problem - Processing n Jobs through Two Machines - Processing n Jobs through Three Machines- Processing n Jobs through m Machines - Network Diagrams - Critical Path Method - PERT Calculations. [12]

**Decision theory and Game Theory**

Steps in Decision Making - Decision Making Environment - Decision-making under uncertainty - Decision-making under risk – EMV/EOL approach Game Theory -zero sum games: Arithmetic and Graphical Method. [12]

**Replacement Theory**

Replacement of items that deteriorate gradually – with time, without time, that fails completely – individual replacement – group replacement. [12]

**Total Hours 60****Text book (s):**

1.	Sharma J K, "Operations Research – Theory and Applications", MacMillan India Ltd., 5 <sup>th</sup> Edition, 2012.
2.	Anderson, Sweeney and Williams, "An Introduction to Management Science", South Western, 2011.

**Reference(s):**

1	Vohra N D, "Quantitative Techniques in Management", Tata McGraw Hill, 5 <sup>th</sup> Edition, 2017.
2	Gupta P K and Hira D.S., "Operations Research", Sultan Chand, 2015.
3	Kalavathy S, "Operations Research", Vikas Publishing House, 2015.
4	Wayne L Winston, "Operation Research-Application and Algorithms", Duxbury Press, 2003



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 201 – Quantitative Techniques	CO1	3	3				
	CO2	3	3				
	CO3	3	3				3
	CO4	3	3	3	2	2	3
	CO5	3	3	3		2	3
	<b>Average</b>		3	3	3	2	2

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 202 - Operations Management								
Master of Business Administration - MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
II	3	1	0	60	4	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>To enable the students to get acquainted with the basic aspects of Production and Operations.</li> <li>To facilitate the students in understanding location analysis and work measurement.</li> <li>To guide students for making inventory management and production planning decisions.</li> <li>To develop skills in problem solving, project management, and Production improvement techniques.</li> <li>To prepare students for employment within a wide Variety of service and product industries.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>Grasp the concept of Production and Operations Management</li> <li>Know the concept of Facility Location Decisions and Work measurement</li> <li>Apply the concept of Inventory Management in production planning</li> <li>Know the concept of Production Improvement Techniques</li> <li>Learn about the concept of Total Quality Management</li> </ol>							
<p><b>Introduction</b>  Meaning - Need – Evolution - Nature and scope of POM - Production System- Concepts – Functions - Types and Productivity. [12]</p> <p><b>Facility location, layout Design and Work Study</b>  Facility Location-Location selection – Criteria - Factors determining Location decision – Layout design-Concepts - Types of Layout - Factors affecting layout - Work Study Concept. [12]</p> <p><b>Inventory Management and Production planning</b>  Concepts - Types of Inventory models- EOQ – EBQ - Inventory control systems - Safety Stock - ABC analysis - Capacity Requirement Planning - Aggregate Planning - Material Requirement Planning (MRP-I) - Manufacturing Resource Planning (MRP-II) [12]</p> <p><b>Production Improvement Techniques</b>  JIT - Kanban System - Lean Manufacturing-Agile Manufacturing - Flexible Manufacturing System (FMS). [12]</p> <p><b>Total Quality Management</b>  Introduction - Dimensions of quality - Quality cost - Basic Concepts of TQM - Historic Review - Deming Philosophy - Barriers</p>								



of TQM implementation - Six Sigma - Quality tools-PDCA – PDSA - 5S-Poka Yoke - Seven quality tools. [12]

**Total Hours 60**

**Text book (s):**

1. Richard B, Chase F Robert, Jacobs Nicholas J Aquilano and Nitin K Agarwal, "Operations and Supply Chain Management", McGraw- Hill Education, 15th Edition, 2016.
2. Martand Telsang, "Industrial Engineering and Production Management", S Chand and Company, 2018

**Reference(s):**

1. Sushil Gupta and Martin Starr, "Production and Operations Management Systems", 11th edition, S Chand and Company, 2018.
2. Larry P. Ritzman, Lee J. Krajewski, Manoj K. Malhotra, "Operations Management : Processes and Supply Chains", Prentice Hall, 11th Edition, 2015.
3. Norman Gaither & Gregory Frazier, "Operations Management", Cengage Learning, 9th Edition, 2015.
4. R.Paneer Selvam, "Production and Operations management", PHI Learning, 3rd Edition, 2012.

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 202 - Operations Management	CO1				3	2	
	CO2	3	3				
	CO3		3			2	
	CO4	3			2		
	CO5				3		2
	<b>Average</b>	3	3		2.6	2	2

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 203 - Human Resource Management****Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit C	Maximum Marks		
	L	T	P			CA	ES	Total
II	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To enable the students to understand the basic concepts.</li> <li>•To make the students to have knowledge on Employee Acquisition.</li> <li>•To enable the students to know about Employees Training.</li> <li>•To enable the students to know about the employee maintenance</li> <li>•To provide knowledge on recent trends in HRM</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Gain knowledge of HRM, Objectives, Functions, Role and Challenges of HRM.</li> <li>2. Acquire knowledge about Human Resource Planning, Job Analysis, Recruitment and Selection.</li> <li>3. Know about Induction, Orientation and Training methods.</li> <li>4. Develop knowledge about Compensation, Incentives and Performance appraisal.</li> <li>5. Acquire knowledge about strategic HRM, Human Resource Outsourcing, Employee Turnover and Retention, Work Life Balance and Balance Score Card.</li> </ol>							
<p><b>Introduction to HRM</b>  Meaning – Objectives and Functions – Role of HR manager and Challenges of HRM. [9]</p> <p><b>Employee Acquisition</b>  Human Resource Planning: Process - Job Analysis: Process – Recruitment: Sources - Selection: Process. [9]</p> <p><b>Employee Training</b>  Induction – Orientation – Training: Training process – Methods and Evaluation of Training. [9]</p> <p><b>Employee Maintenance</b>  Compensation: Components – Factors and Challenges – Incentives: Types of incentive schemes- Performance appraisal – Process – Methods and Appraisal problems. [9]</p> <p><b>Recent trends in HRM</b>  Strategic Human Resource Management - Human Resource Outsourcing -Employee Turnover and Retention – Work Life Balance - Balance Score Card. [9]</p>								
<b>Total Hours 45</b>								
<b>Text book (s):</b>								
1.	Aswathappa K, “Human Resource Management”, TMH, 8 <sup>th</sup> Edition, 2017.							
2.	Gary Dessler, “Human Resource Management”, McGraw- Hill Education, 15 <sup>th</sup> Edition 2016.							
<b>Reference(s):</b>								
1.	David A.Decenzo and Stephen P.Robbins, “Human Resources Management”, Wiley, 11 <sup>th</sup> Edition, 2015.							
2.	Seema Sanghi, “Human Resource Management”, Vikas Publishing House, 1 <sup>st</sup> Edition 2014.							
3.	Michael Armstrong, “A Handbook of Human Resource Management Practice”, Kogan Page Publisher, 2015							
4.	T N Chhabra, “Human Resource Management (Concepts and Issues)” Dhanpai Rai Co, 5 <sup>th</sup> Edition, 2004.							



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 203 – Human Resource Management	CO1	2	3	2			
	CO2		3			2	
	CO3	3	3	3			
	CO4	3	3	2		2	
	CO5	3		3	3		3
	<b>Average</b>		2.75	3	2.5	3	2

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 204 - Marketing Management								
Master of Business Administration - MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
II	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>To understand the Marketing Philosophies, Marketing environment and Marketing Planning</li> <li>To help the students to gain knowledge on consumer behavior</li> <li>To learn about marketing process for different types of products and services</li> <li>To understand the tools used by marketing managers in decision situations</li> <li>To enable the students to know about emerging trends in Marketing.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>Learn about the Marketing Philosophies, Marketing Environment and Sales forecasting.</li> <li>Recognize the concepts of segmenting, targeting and positioning and know about consumer buying behavior.</li> <li>Acquire the knowledge of product mix and pricing decisions.</li> <li>Be aware of place and promotion decisions of marketing mix.</li> <li>Know the Emerging Trends in the field of marketing</li> </ol>							
<p><b>Marketing an Introduction</b> Introduction to Marketing – Philosophies of Marketing - Marketing Environment – Sales forecasting. [9]</p> <p><b>Marketing Planning</b> Consumer Buying Behaviour - Consumer Vs Organizational Buyers - Market Segmentation – Targeting – Positioning. [9]</p> <p><b>Product and Price Decisions</b> Product decisions – Product life Cycle – New Product Development – Branding – Packaging and Labeling – Pricing decisions – Methods and Strategies. [9]</p> <p><b>Place and Promotion Decisions</b> Distribution Nature – functions and types of distribution channels- Promotion decisions – Advertising – Personal Selling – Public Relations and Sales promotion – Direct Marketing. [9]</p>								

**Emerging Trends in Marketing**

Marketing of Services – Green Marketing – Social Media Marketing, CRM, Digital Marketing.

[9]

**Total Hours 45****Text book (s):**

1. Philip Kotler, Abraham Koshy, Mithileswar Jha and Kevin Lane Keller, "Marketing Management: A South Asian Perspective", Pearson Education, 5<sup>th</sup> Edition, 2017.
2. Arunkumar and Meenakshi, "Marketing Management", Vikas Publishing, 3<sup>rd</sup> Edition, 2016.

**Reference(s):**

1. Ramasamy V S and Namakumari S, "Management: Global Perspective Indian Context", MacMillan, 5<sup>th</sup> Edition, 2013.
2. Rajan Saxena, "Marketing Management", McGraw Hill Education, 5<sup>th</sup> Edition, 2015.
3. Tapan K Panda, "Marketing Management", Excel Books, 2011.
4. Amit Kumar and B. Jagdish Rao, Marketing Management, McGraw Hill 2017

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 204 – Marketing Management	CO1	2	2	2	3		2
	CO2	3	3	2	3	2	3
	CO3	2	2			2	2
	CO4	2	2			2	2
	CO5	2			3	2	2
	<b>Average</b>		2	2.25	2	3	2



**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 205 - Corporate Finance****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
II	3	1	0	60	4	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>To make the students to know about the vital area of finance such as time value of money, sources of finance, Capital Budgeting, Working Capital Management, Capital structure and Dividend policy.</li> <li>To make decisions that maximize the value of the company for its owners.</li> <li>To build environment of trust and confidence among the people having competing &amp; conflicting interest.</li> <li>To understand about the liquidity position of business to short-term creditors and suppliers.</li> <li>To know about the long-term solvency of the business entity.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>Know the concepts of Financial Management, time value of money and sources of finance.</li> <li>Acquire the knowledge of Valuation of shares and bonds, theories of dividend policy.</li> <li>Learn about the nature of Capital budgeting its principles and the preparation of capital budgeting.</li> <li>Know the concepts of cost of capital, Capital structure and leverages.</li> <li>Recognize the importance of principles and concepts of working capital, receivables management, Inventory management and cash management.</li> </ol>							

**Introduction to Financial Management**

Introduction – Nature and Scope - Functions of finance manager - Goals of Financial Management - Sources of finance-Short term and long term - Time value of money. [12]

**Valuation of Stocks and Bonds**

Valuation of Shares and Bonds - Dividend policy-Objectives – Types - Theories. [12]

**Capital Investment Analysis**

Nature and principles - Discounting and non-discounting cash flow techniques. [12]

**Cost of capital and Capital Structure**

Concepts of Cost of capital - Components of Cost of capital - Specific and overall Cost of capital - Theories of capital structure - Designing capital Structure - Financial Leverages and Operating Leverages. [12]

**Working Capital Management**

Principles and concepts of working capital - Operating Cycle – Cash Cycle - Determinants of working capital – Estimation of Working Capital - Receivables management - Inventory management - Cash management. [12]

**Total Hours 60****Text book (s):**

1. Prasanna Chandra, "Fundamentals of Financial Management", Tata McGraw- Hill Publishing, 9<sup>th</sup> Edition, 2015.
2. Pandey IM, "Financial Management", Vikas Publishing House, 11<sup>th</sup> Edition 2015.

**Reference(s):**

1. Eugene F Brigham Joel F Houston, "Fundamentals of Financial Management", Cengage Learning, 14<sup>th</sup> Edition, 2016.
2. Khan MY and Jain PK, "Financial Management", Tata McGraw Hill, 7<sup>th</sup> Edition, 2014.
3. Maheshwari SN, "Financial Management", Sultan and Sons, 2014.
4. Laurence Booth, W.Sean Cleary, Pamela Peterson Darke, "Financial Management in a Global Environment", Wiley India Edition, 2011



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 205 - Corporate Finance	CO1	3	2		3	3	2
	CO2	3		2			3
	CO3	3	2	3	3	2	3
	CO4	3	3			2	3
	CO5	3	3	3		2	
	<b>Average</b>		3	2.5	2.6	3	2.25

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 206 - Indian Ethos and Business Ethics								
Master of Business Administration – MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
II	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To create a good value system among the student.</li> <li>•To make the students to understand the inherent ethical principles of business.</li> <li>•To produce balanced, pleasant, flexible and effective managers in today's liberalized and democratic ambience.</li> <li>•To evaluate the human behavior on moral standards.</li> <li>•To develop and maintain a friendly and cooperative relationship among the students.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1.Learn about the relevance of Indian Ethos in Social, Political Environment, Indian work ethos and its principles.</li> <li>2.Acquire knowledge regarding the difference between science, human values and Spirituality.</li> <li>3.Know about the values in management, stakeholders and global change, secular Vs spiritual values</li> <li>4. Gain knowledge regarding the Characteristics, nature of Business Ethics, causes of unethical behavior and public good.</li> <li>5.Learn about the ethics followed in Corporate behavior and to frame good ethical decisions in business.</li> </ol>							
<p><b>Indian Ethos</b>            Meaning – Relevance of Indian Ethos – Model of Management in the Indian Social – Political Environment – Indian work ethos – Principles of Indian Management. [9]</p> <p><b>Human Values</b>            Meaning of Values – Significance – formation – Science and Spirituality – Butterfly effect – Science and Values – Universal Values and Values in global context. [9]</p> <p><b>Application of Values</b>            Relevance of Values in management – stakeholders – personal values and organizational commitment – need for value in global change – values for managers – trans culture human values – secular Vs spiritual values in management – sublime communication. [9]</p> <p><b>Business Ethics</b>            Business Ethics – Definition, Nature, Characteristics and Ethical theories; Causes of unethical behavior; Code of conduct; Public good. [9]</p> <p><b>Ethics in Corporate Behaviour and Decision Making</b></p>								



Organizational Ethics – Corporate Behaviour a Ethical Decision Making – Ethical Corporate Behaviour – Corporate Code of Ethics – Advantages of Code of Ethics – Ethical Manager and Leadership – Managing Ethics in Organization – Roles and Responsibility in Ethics Management – Ethical Decision Making – Simon’s Models – Types of Decisions – Ethical Decision Making Framework – Problems - Ethical Dilemmas. [9]

**Total Hours 45**

**Text book (s):**

1.	Nandagopal R and Ajith Sankar R N, “Indian Ethos and Values in Management”, Tata McGraw Hill, 1 <sup>st</sup> Edition, 2011
2.	Andrew Crane and Drink Matten, “Business Ethics”, Oxford University Press, 4 <sup>th</sup> edition, 2016.

**Reference(s):**

1.	Ved Prakash Bhatia, “Ethical and Spiritual values” Notion Press, 1 <sup>st</sup> Edition, 2016
2.	A.C.Fernando, “Business Ethics and Corporate Governance”, Pearson Publication, 2013
3.	S.Balachandran,K.C.R.Raja & B.K.Nair ,”Ethics, Indian Ethos and Management”, Shroff Publishers and Distributors Pvt Ltd;2 <sup>nd</sup> edition, 2008.
4.	Biswanath Ghosh ,”Ethics in Management and Indian Ethos”, Vikas Publishing House ,2 <sup>nd</sup> edition,2006

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 206 – Indian Ethos and Business Ethics	CO1	2	2		3	2	2
	CO2	3	2	2	2	3	3
	CO3	2	2	2	3	2	2
	CO4	2			2		
	CO5	2		2		2	2
	<b>Average</b>		2.2	2	2	2.5	2.25

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 207 - Research Methods for Management****Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit C	Maximum Marks		
	L	T	P			CA	ES	Total
II	3	0	2	60	4	40	60	100

**Objective(s)**

- To enable the students to understand the process of research
- To make the students to understand various research designs
- To help them to differentiate Questionnaire from schedule and primary data from secondary data
- To provide knowledge on data preparation and analysis

To enable the students to prepare Research Report by following ethical principles.

**Course Outcomes**

At the end of the course, the student will be able to

- 1.Recognize and distinguish between the different kinds of research and know the building blocks of scientific research.
- 2.Know about the types and purpose of research design and the process of research.
- 3.Differentiate between questionnaire and schedule and understand the sampling techniques and methods of data collection.
- 4.Know the steps involved in data preparation and able to apply different multivariate techniques depending on the research objectives.
- 5.Learn about the various types of research report, the steps in report writing, the factors in organizing a research report, the principles of ethics in business research and meaning of plagiarism.

**Introduction**

Meaning and Definition of research - objectives of research - motivation in research - types of research - research approaches - hallmarks of scientific research - building blocks of scientific research. [12]

**Research design and Research process**

Exploratory - Descriptive Experimental - Research process. [12]

**Data collection**

Schedule – questionnaire - methods of primary data - sources of secondary data and sampling techniques. [12]

**Data preparation and data analysis**

Editing – coding – classification–tabulation - multivariate techniques. [12]

**Report writing and Ethics in research**

Types of report - format of the report - factors in organizing a research report. Definition of ethics – ethical principles and plagiarism. [12]

**Total Hours 60****Text book (s):**

1. Deepak Chawla and Neena Sondhi, “Research Methodology”, Vikas Publishing House , 2011.
2. William A Zikmund, “Business Research Methods”, Thomson’s, 2010

**Reference(s):**

1. Rao KV, “Research Methods for Management and Commerce”, Sterling, 2012.
2. Donald R Cooper, Pamela S and Schinder, “Business Research Methods”, Tata McGraw Hill, 2013.
3. Uma Sekaran, “Research Methods for Business”, Wiley Publications, 2016
4. Kothari CR, “Research Methods and Techniques”, New Age International (P) Ltd, 2011



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 207 – Research Methods for Management	CO1	3	3	3		3	
	CO2	3	3		3	2	2
	CO3	3	3	2			3
	CO4	3	2	2		2	2
	CO5	3	2				2
	<b>Average</b>		3	2.6	2.3	3	2.3

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 2P1 - Business Application Software Lab****Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit C	Maximum Marks		
	L	T	P			CA	ES	Total
II	0	0	4	30	2	60	40	100

Objective(s)	<ul style="list-style-type: none"> <li>•Familiarizing the students with basic computer concepts and emerging computer technology.</li> <li>•To enable them to use computer resources efficiently for making effective decision.</li> <li>•To help students to learn about the tools used for research analysis.</li> <li>•To support them in learning the application of business operation using MS-EXCEL.</li> <li>•To facilitate them in learning the application of business operation using SPSS..</li> </ul>
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Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Gain knowledge of using various functions and formulas for applying mathematical and text calculations in Spread Sheet.</li> <li>2. Learn about using various functions like sorting, filtering, freezing and conditional formatting in Spread Sheet.</li> <li>3. Acquire knowledge to calculate payroll for business organizations using conditional syntax and pivot table in Spread Sheet.</li> <li>4. Know about the practical usage of statistical package in business operations to perform various calculations like Mean, Median, Mode, Standard Deviation and Frequency Table.</li> <li>5. Become skilled by learning the applicability of multivariate analysis in business operations using statistical package.</li> </ol>
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- Applying mathematical functions to create frequency table in Spread Sheet.
- Applying various text formula to perform various function using Spread Sheet.
- Using sorting, filtering and conditional formatting functions in Spread Sheet.
- Calculate net pay and Income tax of the employee using conditional statements in Spread Sheet.
- Create a report with the PivotTable and PivotChart Wizard.
- Calculate Frequency, Mean and Standard deviation using Statistical Package.
- Perform Cross tabulation and Chi-square tests using Statistical Package.
- Perform Correlation test using Statistical Package.
- Perform Regression analysis using Statistical Package.
- Perform ANOVA test using Statistical Package database.

**Total Hours 30****Text book (s):**

1.	Robert H Caver and Jane Gradwohl Nash, "Doing Data analysis with SPSS", Thomson Learning, 5 <sup>th</sup> Edition, 2012.
2.	Jennifer Ackewman Ketter Guy Haut Davis Curt Simmans, "Microsoft Office 2010", TMH, 5 <sup>th</sup> Edition, 2014.

**Reference(s):**

1.	Alexis Jeon, "Introduction to computers with MS Office", Tata McGraw Hill , 2014.
2.	J.P.Verma, "Data Analysis in Management with SPSS", Springer, 1 <sup>st</sup> Edition, 2012.
3.	Robert H Caver and Jane Gradwohl Nash, "Doing Data analysis with SPSS", Thomson Learning, 5 <sup>th</sup> Edition, 2012
4.	John Walkenbach, "Excel 2007 Bible ", John Wiley & Sons, 2011

**Business Application Software Lab Manual is prepared by Department of MBA, KSRCT**



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 2P1 – BUSINESS APPLICATION SOFTWARE LAB	CO1	3		2	2	2	3
	CO2	3			2	2	2
	CO3	2	2			2	2
	CO4	2	2	2			2
	CO5	2	3			3	3
	<b>Average</b>		2.4	2.3	2	2	2.25



# Syllabi of III Semesters



**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 301 - Strategic Management****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
III	3	0	0	45	3	40	60	100

Objective(s)	<ul style="list-style-type: none"> <li>•To enable the students to understand the concept of Strategic Management</li> <li>•To help the students to understand formulation, analysis and implementation in a Corporate Environment.</li> <li>•To familiarize the importance of competitive advantage</li> <li>•To make the students to learn about value chain</li> <li>•To provide the knowledge on Designing Strategic Control Systems.</li> </ul>
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Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Recognize the basic concept of strategy and strategic management process, vision, mission and major goals.</li> <li>2. Analyze the internal environment by using SWOT and external environment by using five forces model and environment threat and opportunity profile.</li> <li>3. Identify core competency, building blocks and durability of competitive advantage, avoiding failure and sustaining competitive advantage.</li> <li>4. Realize the concept of value chain, functional level, Business level, corporate level, global level and Blue ocean strategies.</li> <li>5. Know the designing of organizational structure, strategic control system, change process and balance score card analysis.</li> </ol>
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**Introduction to Strategic Management**

Concept of Strategy-Strategic Management Process – Business Definition-Vision, Mission and Major goals. [9]

**Environmental Analysis- Internal & External**

SWOT - Five Forces Model – Environmental threat and Opportunities Profile – Business Portfolio analysis and BCG Matrix, GE nine cell matrix and Ansoff Matrix. [9]

**Competitive Advantage**

Core competency - Generic Building Blocks of Competitive Advantage – Durability of Competitive Advantage – Avoiding Failure and Sustaining Competitive Advantage. [9]

**Strategies**

Value Chain – Functional Level Strategies – Business Level Strategy – Corporate Level Strategy – Strategy in Global Environment, Blue ocean strategy. [9]

**Implementing Strategy and Performance Evaluation**

Designing Organizational Structure – Designing Strategic Control Systems – Matching Structure and Control to Strategy – Change Process – Balance Score Card analysis. [9]

**Total Hours 45****Text book (s):**

1.	Charles W.L.Hill, Melissa A Schilling & Gareth R.Jones, “Strategic Management: An Integrated Approach”, Cengage Learning, 12 <sup>th</sup> Edition, 2016.
2.	Michael A.Hitt, “Strategic Management: Concepts and Cases”, South-Western Publishing, 10 <sup>th</sup> Edition, 2013.

**Reference(s):**

1.	R.Srinivasan, “Strategic Management: The Indian contest”, PHI Learning, 2014.
2.	Azhar Kazmi and Adela Kazmi, “Strategic Management”, McGraw Hill Education, 4 <sup>th</sup> Edition, 2015.
3.	John Pearce, Richard Robinson, Amita Mital, “Strategic Management: Formulation, Implementation and Control”, McGraw Hill, 12 <sup>th</sup> Edition, 2017.
4.	<u>Dinesh Madan</u> , “Strategic Management”, Aldine CA, 2016.



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 301 – Strategic Management	CO1	3	3	3	2	2	3
	CO2	3	2	2	2		3
	CO3	3	2	3	2		3
	CO4	3	3	3	3	2	3
	CO5	2	3	3	2	2	3
	<b>Average</b>		2.8	2.6	2.8	2.2	2



# FINANCE

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 3F1 - International Financial Management****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
III	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>To prepare students for a prospective career in the field of international finance.</li> <li>To develop skills in Foreign Exchange Management, Derivatives Management, and managing complex Capital Structuring of companies.</li> <li>To prepare students for employment within a wide variety of Financial Sector and facilitates the niche employment opportunities.</li> <li>To gain a fair amount of knowledge to measure foreign exchange risk and to identify risk management strategies.</li> <li>To integrate the global developments with the changing business environment in India.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>Know the basic concepts of International Financial System, International Financial markets, the concept of balance of payment and the various functions of International Monetary system.</li> <li>Know the roles played by International Risk Exposure and understand International parity condition: IRP, PPP &amp; International Fisher Effect.</li> <li>Gain knowledge about the inevitable role of Foreign Exchange Market and develop the skill of Hedging in Derivatives.</li> <li>Explore the operations in international money market and understand the operations in foreign currency market.</li> <li>Study about Cost of capital and Capital structure of MNC, Multinational capital budgeting, Multinational cash management and International Taxation.</li> </ol>							
<b>International Dimensions of Financial Management</b>								
International financial system – International financial markets – International monetary system – International risk exposure – Balance of Payment. [9]								
<b>Management of Exchange and Interest Rate Exposure</b>								
Determinations of foreign Exchange rate – International parity condition: IRP, PPP – International Fisher Effect- Time Factor in International Risk. [9]								
<b>Management of Risks in International Transactions</b>								
Foreign Exchange Market – Hedging in Derivatives (Future, Options & Swaps) – Exchange Rate risk management. [9]								
<b>International Financing</b>								
Operations in International money market, FDI, ADR, GDR, ECB, ECP – Operations in Foreign currency market – New instruments in Indian markets such as FRAs, caps, collars. [9]								
<b>Financial Management of MNCS</b>								
Overcoming market segmentation and International Diversifications-Cost of Capital & Capital structure of MNC- Multinational Capital Budgeting – Multinational Cash Management – International Taxation. [9]								
								<b>Total Hours 45</b>
<b>Text book (s):</b>								
1.	Eun and Resnick, "International financial Management", Tata McGraw Hill, 7/e, 2015.							
2.	PG Apte, "International Financial Management", Tata McGraw Hill, 6 <sup>th</sup> Edition, 2012.							
<b>Reference(s):</b>								
1.	Eitman, Stonehill & Moffett, "Multinational Business Finance", Pearson, 14 <sup>th</sup> Edition, 2016.							
2.	Reed Click & Joshne Govel, "International Financial Management", PHI, 2002.							
3.	Machiraju.HR, "International Financial Management" Himalaya Publishing House, 2016							
4.	Avadhani VA, "International Financial Management" Himalaya Publishing House, 2011							



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3F1 - International Financial Management	CO1			3			3
	CO2	3	3	2			
	CO3	3	3	3			
	CO4			3		2	3
	CO5		2	3	3		2
	<b>Average</b>	3	2.6	2.8	3	2	2.6

K.S.Rangasamy College of Technology – Autonomous R201850								
MB 3F2 - Financial Derivatives								
Master of Business Administration - MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
III	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To develop an understanding of the importance of financial derivatives</li> <li>•To understand meaning and evolution of derivatives</li> <li>•To describe the features and types of financial derivatives</li> <li>•To understand uses and functions of derivative securities</li> <li>•To know about trading mechanism of derivative market.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Study about the fundamentals of derivatives, types of derivatives and risk in derivatives and the benefits and limitation of derivatives and to know the difference between cash and future markets.</li> <li>2. Know the fundamentals and specifications of forwards and futures and acquire the knowledge on trading forward and futures with margins, and to determine the pricing relationship for offsetting the forward and futures.</li> <li>3. Study the options and its different types, and to know the difference between option and futures and gain the knowledge on pricing models of black scholars option pricing and binomial option pricing models.</li> <li>4. Gain knowledge about the fundamentals of SWAPs, intermediary participation in SWAPs, and warehousing and to gain the knowledge on valuation of interest rate SWAPs, Currencies, FRNs and Credit risk.</li> <li>5. Study about the Regulatory frame work and derivative reforms in India and Derivatives specifications at NSE.</li> </ol>							

**Introduction**

Definition and Types – Forward Contracts, Futures Contracts, Options, Swaps – Differences between Cash and Future Markets – Uses and Advantages of Derivatives, Risks in Derivatives. [9]

**Forward and Futures Contracts**

Meaning, Classifications – Mechanism – Advantages & Disadvantages – Pricing of forward contracts – Offsetting the Forward Position Hedging with Forward Contracts – Specification and Margin requirements – Hedging using Futures – Types of Futures contracts – Trading Mechanism, Clearing and Settlement System – Pricing of futures, Relationship between Future prices, Forward prices and Spot prices. [9]

**Options**

Exchange Traded Options, Specifications of Options – Call and Put Options, American and European Options Intrinsic Value and Time Value of Option – Options pricing models – Differences between Future & options [9]

**SWAPs**

Interest Rate SWAP, Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit risk. [9]

**Derivatives in India**

Evolution of Derivatives Market in India – Regulations, Framework, Exchange trading in Derivatives – Commodity Futures – Contract Terminology & Specifications for stock Options and Index Options in NSE. [9]

**Total Hours 45****Text book (s):**

1. S.L.Gupta, "Financial Derivatives", PHI Publication, 2<sup>nd</sup> Edition, 2017.
2. Don M.Chance Robert Brooks, "Derivatives and Risk Management Basis", Cengage Learning, 9<sup>th</sup> Edition, 2013.

**Reference(s):**

1. David A. Dubofsky and Thomas W Miller Jr., "Derivatives: Valuation and Risk Management", Oxford University Press, 1<sup>st</sup> Edition, 2002.
2. S.S.S.Kumar, "Financial Derivatives", PHI Publication, 2007.
3. Jayanth Rama Varma, "Derivatives and Risk Management" Tata McGraw Hill, 2010
4. Aron A.Gottzman , "Derivatives Essentials: An Introduction to forward, futures, options & swap, John Wiley Publications,,2016

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
MB 3F2 - Financial Derivatives	CO1	3			3	2	
	CO2	2	2	2	2	2	2
	CO3	3		2	2	2	2
	CO4	3	2	2	2	2	2
	CO5	2	2	3	3	2	
	<b>Average</b>		2.6	2	2.25	2.4	2

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 3F3 - Financial Engineering****Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
III	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>To provide students a fundamental knowledge on Financial Engineering with the theoretical development of financial economics.</li> <li>To provide students with the theoretical foundation and basic techniques in the rapidly growing area of financial engineering.</li> <li>To prepare students for a prospective career in the field of Corporate Restructuring, Mergers and Acquisitions.</li> <li>To develop skills in Valuation of companies and managing complex Capital Structuring of companies.</li> <li>To develop skills in Arbitrage, Project Management, Effective Communication, and decision making through team-based work environments</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>Know the basic concept and investment technology to solve financial problems.</li> <li>Study about the external environmental factors and the intra firm factors.</li> <li>Gain knowledge on corporate restructuring.</li> <li>Study the concept of drivers value, brand valuation.</li> <li>Gain knowledge on cash and carry in Arbitrage and in Synthetics.</li> </ol>							

**An Introduction to Financial Engineering and Financial Engineering Process**

Meaning of Financial Engineering – Scope and Tools of Financial Engineering – Financial Engineering versus Financial Analysis – Financial Engineering Fits In, Career opportunities for Financial Engineers – Asset/Liability Management: The Evolution, Concepts – The investment banker in Asset/Liability Management. [9]

**Factors Contributing to the Growth of Financial Engineering**

The Environmental factors: Price Volatility, Globalization of the Markets. Tax Asymmetries – Technological Advances, Advances in Financial Theory – Intra firm factors: Liquidity Needs, Risk Aversion, Agency Costs – Quantitative Sophistication and Management Training, Accounting Benefits. [9]

**Corporate Restructuring and the LBO**

Corporate Restructuring: Expansions, Contractions, Ownership and control – Going Private: The Leveraged Buyout – The Economic and Financial Environment, The Tools for Going Private, Sources of Value in a Leveraged Buyout – Typical Leveraged Buyout. [9]

**Mergers and Acquisitions: Valuation**

Introduction, Understanding the Drivers of Value – Brand Valuation, Cost of Capital, Equity Valuation, Firm Valuation, Relative Valuation, Enterprise Value – Valuation of Indian Companies, Synergy and Value creation. [9]

**Arbitrage and Synthetic Instruments**

Arbitrage from the Ancient to the Modern – Synthetic Securities, Synthesizing Derivatives – The Cash-and-Carry Synthetic – Cash-and-Carry in Arbitrage: Enhancing Portfolio Return, Creating Synthetic Long Bonds. [9]

**Total Hours 45****Text book (s):**

1.	John F.Marshall & Vipul K. Bansal, "Financial Engineering: A complete Guide to Financial Innovation", Prentice-Hall of India Private Ltd. New Delhi, 2011.
2.	B. Rajesh Kumar "Mergers and Acquisitions Text and Cases", McGraw Hill, Fourth reprint, 2013.

**Reference(s):**

1.	Sudi Sudarsanam "Creating Value from Mergers and Acquisitions the Challenges" Pearson, 2011.
2.	J. Fred Weston Mark L. Mitchell, J.Harold Mulherin Prashant Salwan "Takeovers, Restructuring, and Corporate Governance", Pearson, 4 <sup>th</sup> , 2004.
3	Rupak Chatterjee, Practical Methods of Financial Engineering and Risk Management, Tools for Modern Financial Professionals, Apress, 1 <sup>st</sup> Edition, 2015.
4	Tanya.S, Beder, Care M.Marshall, "Financial Engineering: The Evolution of a Profession, Wiley , 2011.



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3F3 - Financial Engineering	CO1	3	3		2		
	CO2		3		3		
	CO3	3	2	3	3		2
	CO4	2	3			2	3
	CO5	3		2	2		
	<b>Average</b>		2.75	2.75	2.5	2.5	2





# MARKETING

**K.S. Rangasamy College of Technology – Autonomous R2018****50 MB 3M1 - Brand Management****Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
III	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To define the main concepts and explain the purpose of branding</li> <li>•To examine brand concepts in real-life setting by articulating the context of and the rationale for the application.</li> <li>•To describe the process and methods of brand management, including how to establish brand identity and build brand equity.</li> <li>•To formulate effective branding strategies for both consumer and business products/services</li> <li>•To conduct a brand audit using both primary and secondary sources and propose strategic recommendations based on the audit results.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Learn the basic concepts of Branding.</li> <li>2. Gain the knowledge about Brand positioning, repositioning &amp; Brand Loyalty.</li> <li>3. Develop the knowledge on Brand Equity and Brand Building.</li> <li>4. Gain the knowledge on Brand Extension, Line Extension, Co-branding and Licensing of brands.</li> <li>5. Develop knowledge on issues in Brand Management.</li> </ol>							

**Branding – an Introduction**

Definition of a Brand – Evolution of Brands – Branding Decisions – Brands Vs Products – Significance of Branding – Types of a brand – Brand Vision – Brand as a personality – Brand positioning, alternatives – Brand repositioning. [9]

**Branding Impact**

Branding impact on Buyers, Competitors – Brand Loyalty, Loyalty programs – Brand Equity –Brand Building: Brand Building Process – Brand Ambassadors. [9]

**Leveraging Brands**

Brand Extensions, Extendibility – Merits and Demerits – Line Extensions – Co-Branding and Licensing brands. [9]

**Brand Valuation**

Methods of Valuation – Implication for buying and selling brands – Brand Audit. [9]

**Issues in Brand Management**

Fake Brands – Branding Industrial goods – Destination branding - Branding of Services – Indianisation of foreign brands – Taking Indian brand global issues & challenges. [9]

**Total Hours 45****Text book (s):**

1. Kevin Lane Keller, Ambi M.G.Parmeswaran, Issac Jacob, “Strategic Brand Management”, Pearson, 2015.
2. Tapan K.Panda, “Product and Brand Management”, Oxford, 2016.

**Reference(s):**

1. U.C.Mathur, “Product and Brand Management Text & Cases”, Macmillan, 2012.
2. Dr.S.L.Gupta, “Brand Management”, Himalaya, 2010.
3. Kirti Dutta, “brand Management: Principles and Practices”, Oxford, 2012.
4. Harsh V. Verma, “Brand Management Text and Cases”, Pillappa, 2012.



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3M1 - Brand Management	CO1	3	2	2	3	2	2
	CO2	2	3		3	2	3
	CO3	2	2		3	2	2
	CO4	2	2	2	3	2	3
	CO5	2	2	2	2	2	2
	<b>Average</b>		2.2	2.2	2	2.8	2

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 3M2 – Advertising and Sales Promotion								
Master of Business Administration – MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
III	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To describe the history of the advertising industry and its relation to today's marketplace.</li> <li>•To examine the importance of market segmentation, position and action objectives to the development of an advertising and promotion program.</li> <li>•To develop creative strategies for advertising.</li> <li>•To plan media strategy, scheduling, and vehicle selection.</li> <li>•To assess strategic uses of sales promotions..</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Know the basic concepts of Advertising and Advertising agency.</li> <li>2. Learn the Advertising copy and production of Advertisements.</li> <li>3. Know the various types of Advertising Media.</li> <li>4. Gain knowledge on measurement of Advertising effectiveness.</li> <li>5. Know the aspects of Sales Promotion.</li> </ol>							
<p><b>Introduction and Overview of Advertising</b>            Definition - Role and Significance of advertising - Economic and Social effects of advertising - Role of Advertising in Marketing Mix - Organization of advertising department - Advertising Agency Management - Choosing an ad agency - Building and maintaining relationship with ad agency - Changing agencies. [9]</p> <p><b>Planning the Advertising Strategy</b>            Types of advertisements - Advertising Campaign - Marketing and Advertising Planning Process - Advertising objectives - DAGMAR – Budgeting. [9]</p> <p><b>Advertising Creativity</b>            Advertising copy - Copy writing - Types of copy - Production of Print and TV advertisements. [9]</p> <p><b>Advertising Media</b>            Print media - Television - Radio - Internet – Social Media - Outdoor Media - Media Planning &amp; Scheduling –</p>								



Advertising effectiveness – Legal aspects in advertising.

[9]

**Sales Promotion**

Objectives of Sales Promotion – Scope and role of Sales promotion – Sales Promotion techniques - Types of Sales Promotion – Designing of Sales Promotion campaign.

[9]

**Total Hours 45**

**Text book (s):**

1. George E Belch & Michael A Belch & Keyoor Purani, “Advertising & Promotion”, McGraw Hill, 2017.
2. Jaishri Jethwaney, Shruti Jain, “Advertising Management”, Oxford University Press, 2012.

**Reference(s):**

1. O’Guinn, Thomas, Allen, Chris T and Semenik, Richard J, “Advertising and Integrated Brand Promotion”, Cengage Learning, 2011.
2. William D.Wells, Sandra Moriarty, John Burnett, “Advertising Principles & Practice”, Prentice Hall, 2005.
3. Shima Terence, “Advertising and promotion”, Cengage Learning, 7<sup>th</sup> Edition, 2006.
4. S.A. Chunawalla, “Advertising and Sales promotion Management”, Himalaya, 2015.

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3M2 – Advertising and Sales Promotion	CO1	3				3	
	CO2		2	3	3		2
	CO3	2				2	3
	CO4		3	2	3	2	
	CO5	3	2				3
	<b>Average</b>		2.6	2.3	2.5	3	2.3



**K.S.Rangasamy College of Technology – Autonomous R2018**

**50 MB 3M3 - Retail Management**

**Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
III	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To provide insights into all functional areas of retailing.</li> <li>•To give an account of essential principles of retailing.</li> <li>•To enable students to develop decision making skills related to retailing</li> <li>•To plan for store layout design.</li> <li>•To give a perspective of the Indian retailing scenario.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1.Know the basic concepts of Retail Management and types of retailers.</li> <li>2.Know the retail format, retail planning process and determining retail marketing mix for retail setups.</li> <li>3.Learn Merchandise management, category management and retail pricing methods.</li> <li>4.Gain the Store layout, Brand building and customer loyalty by communication methods.</li> <li>5.Gain knowledge about the recent trends in retailing.</li> </ol>							

**Introduction**

Retailing – Significance & Opportunities of retailing – Retail lifecycle – Retail Management Decision Process – Types of retailers. [9]

**Retail Market Strategy**

Retail Strategy – Target Market and Retail format – Building a sustainable competitive advantage – Strategic Retail Planning Process – Retail Marketing Mix – Retail location – Site selection. [9]

**Merchandise Management**

Merchandising Concept & Evolution – Roles & Responsibilities of Merchandiser – Merchandise Sourcing – Category Management – Setting Retail Price. [9]

**Store Layout Design and Retail Communication**

Store layout – Objectives of good store design – Visual Merchandising – Atmospherics, Methods of Retail Expansion – Brand building and customer loyalty – Method of communication with customers – Planning retail communication. [9]

**Recent Trends in Retailing**

Mall, e-tailing - Private labeling - Precision Shopping – Globalization in retail trade – CRM in Retail. [9]

**Total Hours 45**

**Text book (s):**

1.	Michael Levy & Barton Weitz and Ajay Pandit, "Retailing Management", McGraw Higher Education, 8 <sup>th</sup> Edition, 2012.
2.	Swapna Pradhan, "Retailing Management", McGraw Higher Education, 5 <sup>th</sup> Edition, 2016.

**Reference(s):**

1.	Barry Berman, Joel R. Evans, Tita Shrivastava, "Retail Management", Pearson, 13 <sup>th</sup> Edition, 2017.
2.	Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava, "Retail Management", Oxford, 3 <sup>rd</sup> Edition, 2016.
3.	Gibson, Retail Management, Pearson, 5 <sup>th</sup> Edition, 2017.
4.	Chetan Bajaj, "Retail Management", Oxford University Press, 3 <sup>rd</sup> Edition, 2016.

*M. Vigney*



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3M3 - Retail Management	CO1	3				3	
	CO2	2	2	3	3		3
	CO3			3		3	
	CO4	3	2	2	2		2
	CO5		3		3		3
	<b>Average</b>		2.6	2.3	2.6	2.6	3



**HR**

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 3H1 - Industrial Relations And Labour Welfare****Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
III	3	0	0	45	3	40	60	100

Objective(s)	<ul style="list-style-type: none"> <li>•To expose the students to the theories of Industrial relations, conflicts, welfare, safety and collective bargaining.</li> <li>•To gain knowledge regarding safe-guarding the interests of both workers and management.</li> <li>•To provide knowledge to understand the high level of mutual understanding and goodwill between all sections in the industry which are associated with the <b>process</b> of production</li> <li>•To provide an environment of cooperation and coordination.</li> <li>•To know about the control measures for discipline and raise morale of employees.</li> </ul>
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Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Know the basic concepts of Industrial relations, growth of trade union and collective bargaining process.</li> <li>2. Identify the causes of industrial disputes and study the impact and government machineries for solving dispute.</li> <li>3. Study the basic concepts and causes of grievances and causes forms and punishment of misconduct.</li> <li>4. Know about the welfare facilities to be provided by an organization and various schemes for welfare available in government.</li> <li>5. Identify the concepts of workers participation in management and evaluation method.</li> </ol>
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**Industrial relations and Trade Union Movement**

Concepts – Importance – Industrial Relations Problems – Growth of Trade unions – Codes of conduct. [9]

**Industrial Conflicts**

Disputes – Impact, Causes, Strikes – Prevention of Strike, Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication, Collective bargaining – Importance- process. [9]

**Grievance Procedure and Misconduct**

Concepts, Causes of Grievances – Grievances Procedure – Misconduct – Causes, Forms, Termination, Punishment. [9]

**Labour Welfare**

Concept, Objectives – Scopes, Need, Voluntary Welfare Measures – Statutory Welfare Measures –Labour Welfare Funds – Education and Training Schemes. [9]

**Workers Participation in Management**

Concepts, objectives of workers participation in Management – Forms of Participation – Evaluating of workers of Participation – Conditions Necessary for effective working of the scheme. [9]

**Total Hours 45****Text book (s):**

1.	Memoria C.B and Sathish Mamoria, "Dynamics of Industrial Relations", Himalaya Publishing, New Delhi, 16 <sup>th</sup> Edition, 2016.
2.	Sinha, "Industrial Relations, Trade union and Labour legislation", Pearson Education, 2017.

**Reference(s):**

1.	R.Sivarethinamohan, "Industrial Relations and Labour Welfare, PHI Learning P (L), 2016.
2.	<u>Piyali Ghosh, Shefali Nandan,</u> "Industrial Relations and Labour laws", McGraw-Hill Education, 2015
3.	<u>Monappa,</u> "Industrial Relations and Labour laws", Tata McGraw-Hill Education, 2012
4.	<u>S. C. Srivastava,</u> "Industrial Relations and Labour laws", Vikas Publishing House, New Delhi, 2016





Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3H1 - Industrial Relations And Labour Welfare	CO1	3	3	3	2	2	3
	CO2	3	3	3			3
	CO3	3	3	3			3
	CO4	3	3	3			3
	CO5	3	3	3		2	3
	<b>Average</b>		3	3	3	2	2

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 3H2 - Strategic Human Resource Management								
Master of Business Administration - MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
III	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>To make the students to understand the concepts of strategic HRM.</li> <li>To give the chance to apply the real time exposures and the concepts in various fields.</li> <li>To make them in dealing all areas of</li> <li>• Management in a strategic way like Human Resources Planning, design and redesigns the work, and Motivation of human resources.</li> <li>To enable the students to understand the content on Strategic Pay and Employee Relations</li> <li>To make the students to differentiate the General Strategic HRM from global strategic HRM.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>Study the concept of SHRM and its role in merger and Acquisition.</li> <li>Know the HRP, work systems and culture.</li> <li>Study the directive activities of SHRM.</li> <li>Methods of Strategic pay and relationships.</li> <li>Know the contemporary issues in SHRM.</li> </ol>							
<p><b>Introduction to Strategic HRM</b> Strategic HRM and corporate strategy - Challenges in SHRM - Role of Strategic HR in Merger and Acquisition. [9]</p> <p><b>HRP and Design</b> Human Resource Planning - Design and redesign of work systems - Organizational culture. [9]</p> <p><b>Implementation of Strategic HRM</b> Motivation of human resources – Staffing - Performance management and feedback. [9]</p> <p><b>Strategic Pay and Employee Relation</b> Impact of organizational Restructuring on Human resources - Compensation / Bench Marking - Labor relations - Employee Separation. [9]</p> <p><b>General Strategic HRM</b> Global Human Resources Management - Corporate Ethics and Values - Strategies for nurturing employee</p>								



engagement - Contemporary Issues in SHRM – Leadership.

[9]

**Total Hours 45**

**Text book (s):**

1. Jeffrey A. Mello , “Strategic Human Resource Management” , Cengage Learning, 4<sup>th</sup> Edition, 2014.
2. K.Prasad , “Strategic Human Resource Management Text and Cases”, Macmillan India Ltd., 2008.

**Reference(s):**

1. Michael Armstrong, “Strategic Human Resource Management”, Koga Paye, 2<sup>nd</sup> Edition, 2005.
2. Boselite, “Strategic Human Resource Management”, McGraw Hill Education, 2011.
3. Randall S. Schuler, Susan E. Jackson, “Strategic Human Resource Management”, Publisher: Wiley India Pvt. Ltd,2012
4. Mathur, SP, “Strategic Human Resource Management”, New Age International (P) Ltd Publishers, 1<sup>st</sup>Edition, 2015.

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3H2 - Strategic Human Resource Management	CO1	3	3	3	2	2	2
	CO2	3	2	2	2		3
	CO3	3	2	3	2		3
	CO4	3	3	3	3	2	3
	CO5	2	3	3	2	2	3
	<b>Average</b>	2.8	2.6	2.8	2.2	2	2.6



**K.S.Rangasamy College of Technology – Autonomous R2018**

**50 MB 3H3 - Training & Development**

**Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
III	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To familiarize the students about the concepts of training and development.</li> <li>•To give them knowledge on process of training.</li> <li>•To enable the students to understand the content on Designing and Implementing a Training Program.</li> <li>•To make the students to understand the evaluation of training</li> <li>•To provide them the knowledge in the field of Human Resource.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Know the basics of training and development.</li> <li>2. Study the process of training and its assessment.</li> <li>3. Designing and implementing of training and budgeting.</li> <li>4. Study the models of training.</li> <li>5. Know the theories of training and technology in training.</li> </ol>							
<p><b>Introduction</b>            Definition - Need for training - Importance of training - Objectives of training - Training functions - Types of training. [9]</p> <p><b>Process of Training</b>            Steps in training - Criteria for identifying training needs - Assessment of training needs - Methods and process of needs assessment. [9]</p> <p><b>Designing and Implementing a Training Program</b>            Trainer identification - Methods and techniques of training - Designing a training module - Management development program - Budgeting of training. [9]</p> <p><b>Evaluation of Training Program</b>            Kirkpatrick model of evaluation - CIRO model - Cost-benefit analysis, ROI of training. [9]</p> <p><b>Learning and Technology in Training</b>            Principles of learning - Theories of learning - Reinforcement theory - Social learning theory - Resistance to training - CBT, multimedia training, E-Learning/online learning - Distance learning. [9]</p>								
<b>Total Hours 45</b>								
<b>Text book (s):</b>								
1.	Raymond Noe, "Employee Training And Development", McGraw Hill Education, 7 <sup>th</sup> Edition, 2017.							
2.	S.K. Bhatia, "Training And Development" Deep & Deep Publications, 2008.							
<b>Reference(s):</b>								
1.	Devendra Agochia , "Every Trainers Handbook", Sage Publication, 2 <sup>nd</sup> Edition, 2018.							
2.	Radha R. Sharma, "360 Degree Feedback, Competency Mapping And Assessment Centre", McGraw-Hill Education, 2002.							
3.	B. Janakiram, "Training and Development: Indian Text Edition" Dream tech press, 2007.							
4.	Dipak K Bhattacharya "Training and Development: Theory and Applications" SAGE Publications India Pvt Ltd., 2015							



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3H3 - Training & Development	CO1	3	3	3	2	2	2
	CO2	3	3	2			
	CO3	3	3	3			
	CO4	3	3	3			
	CO5	3				2	
	<b>Average</b>		3	3	2.2	2	2



# General Management

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 3G1 - International Business Management****Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
III	3	0	0	45	3	40	60	100

Objective(s)	<ul style="list-style-type: none"> <li>•To enable the students to differentiate internal business from international business</li> <li>•To expose the students to the current scenario of International Business</li> <li>•To make the students to be aware of the multinational corporations and its role</li> <li>•To enable the students to understand the importance of Foreign Direct Investment</li> <li>•To give clear information on export procedures and export documentation</li> </ul>
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Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Recognize the Nature, Characteristic Features &amp; Forms of International Business, Imports, Exports, Tariff Barriers and Non-Tariff Barriers.</li> <li>2. Identify the difference between Liberalization, Privatization and Globalization, Influence of Economic, Political and Cultural Factors on international business, World Trade Organization, Regional Grouping and Trade Blocks.</li> <li>3. Realize the features, classification, role, advantages and disadvantages of Multinational Corporation.</li> <li>4. Analyze the functions of Export and Import banks. Foreign exchange market, role of export credit Guarantee Corporation and foreign Direct Investment</li> <li>5. Identify the Procedures and Documents needed for exporting goods to foreign countries.</li> </ol>
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**Introduction**

Nature and Characteristics of International Business – Forms of international business – International trade - Exports and imports. [9]

**International Business Environment**

LPG – Economic, Cultural and Political Environment – World Trade Organization (WTO) –Regional Groupings - Trade Blocks. [9]

**Multinational Corporations**

Features – Classification – Role of MNCs in developing countries – Advantages and drawbacks of Multinational Corporations. [9]

**International Financial Market and Foreign Direct Investment**

EXIM Banking – Foreign Exchange Market – Export Credit Guarantee corporation (ECGC) – Foreign Direct Investment and portfolio investment. [9]

**Export Procedure and Documentation**

Steps in export procedure – Documents related to goods. [9]

**Total Hours 45****Text book (s):**

1.	Francis Cherunilam, "International Business Text and Cases", Prentice Hall Publishing, 2014.
2.	K Aswathappa, "International Business", Tata McGraw- Hill, 2 <sup>nd</sup> Edition, 2012.

**Reference(s):**

1.	Michael R. Czinkotalkka A. Ronkainen Michael H.Moffett, "International Business", Cengage Learning 7 <sup>th</sup> , 2011.
2.	Charles W.L.Hill, Arun Kumar Jain, "International Business", Tata McGraw Hill, 2010.
3.	Justin Paul, "International Business", Prentice Hall, 2016.
4.	Kamal Fatehi , Jeongo Choi, "International Business Management" Springer, 2011



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3G1 - International Business Management	CO1	3	3	2	3	3	2
	CO2	2	2		2		
	CO3	2			3	3	
	CO4	3	2		3	2	
	CO5	2	3		3	3	2
	<b>Average</b>		2.4	2.5	2	2.6	2.75

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 3G2 - Entrepreneurship Development								
Master of Business Administration - MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
III	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To help the students to start their own ventures, or run their own family businesses.</li> <li>•To make them to understand the evaluation of opportunities</li> <li>•To know how to prepare a Business plan</li> <li>•To understand the strategies of business.</li> <li>•To emphasize on creating an academic learning system through which students can acquaint themselves with the special challenges of starting new ventures and introducing new product and service ideas.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to--</p> <ol style="list-style-type: none"> <li>1. Recognize the importance of entrepreneurship, myths of entrepreneurship, role of entrepreneurship in economic development and entrepreneurship.</li> <li>2. Know the process of opportunity evaluation and the importance of feasibility analysis.</li> <li>3. Analyze the elements of business plan and essential aspects of financing.</li> <li>4. Know the start-up culture and critically evaluate the pitfalls of entrepreneurial ventures.</li> <li>5. Realize the support system for business ventures and the functions of STEP and TBI.</li> </ol>							
<p><b>Nature and Importance of Entrepreneurship</b>            Definition of Entrepreneur, Evolution of Entrepreneurship, Myths of Entrepreneurship, Characteristics of an Entrepreneur, Entrepreneurial Competencies, Innovation, Role of Entrepreneurship in Economic Development. [9]</p> <p><b>Opportunity Evaluation</b>            Idea Generation, Sources of New Ideas, Methods of Generating Ideas, Opportunity Recognition, Feasibility Analysis- Commercial, Marketing, Economics, Investment Decision making Tools. [9]</p> <p><b>Business Plan</b>            About Business Plan and its Benefits, developing a Well-Conceived Business Plan, Elements of Business Plan, Financing – Financial Institutions, Capital Structure, Management of Working Capital, Fundamentals of Taxation, Presentation of the Business Plan. [9]</p>								

**Strategies for Growth**

Strategies for Start-ups, Penetration, Market Development, Product Development, Diversification Strategies, Implication of Growth for the Firm, Sickness in Small Business- Causes and Consequences, Corrective Measures. [9]

**Support System for Entrepreneurial Ventures**

Government Agencies and Schemes, MSME, Banks and Financial Institutions, EDC, STEP and TBI. [9]

**Total Hours 45****Text book (s):**

1. Hisrich, Peters, Shepherd, "Entrepreneurship", Tata McGraw Hill, 9<sup>th</sup> Edition, 2012.
2. Kuratko, Hodgetts, "Entrepreneurship in the New Millennium", Cengage Learning, 2014.

**Reference(s):**

1. Rajeev Roy, "Entrepreneurship", Oxford University Press, 2<sup>nd</sup> Edition, 2011.
2. Sangeetha Sharma, "Entrepreneurship Development" PHI Learning Private Limited, 2016
3. Anilkumar S, "Entrepreneurship Development" New Age International Pvt Ltd, 2012
4. Singh AK, "Entrepreneurship Development and Management" University Science Press, 2009.

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3G2 - Entrepreneurship Development	CO1	2				2	
	CO2		2		3		
	CO3				3	2	
	CO4		3				2
	CO5		2		3		
	<b>Average</b>		2	2.3		3	2



**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 3G3 - Family Business Management****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
III	3	0	0	45	3	40	60	100

Objective(s)	<ul style="list-style-type: none"> <li>•To develop an understanding of family business.</li> <li>•To provide knowledge on balancing family and business</li> <li>•To help the students to understand the life cycles of the business</li> <li>•To enable the students to know the family dynamics</li> <li>•To give knowledge on the Best practices in the family business</li> </ul>
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Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Recognize the relevance of Family business management in the management studies, Problems and Paradoxes of family enterprises.</li> <li>2. Know the three circles model in family business management and resolve the family versus business paradox.</li> <li>3. Realize the life cycle of the business and the forms and structure of ownership in family business.</li> <li>4. Identify the critical factors for family business continuity and the legal producers in family business management.</li> <li>5. Know the family investment companies through enterprising family, effective management of family business and best practices in family business.</li> </ol>
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<p><b>Introduction</b> Family business – Meaning – Performance – Problems and Paradigm of Family Enterprises. [9]</p> <p><b>Balancing Family and Business</b> 3 circles model – Resolving the family versus business paradox – Evaluating "family first" versus "business first" orientation. [9]</p> <p><b>Generational Evolution of Business Families</b> Life cycle of the business, the family, the individual – Forms and structures of ownership – Critical issues for continuity – Family succession, Legal System, Role of Karta. [9]</p> <p><b>Family Dynamics</b> Understanding families working – Systems analysis and systems intervention – Family code Genograms. [9]</p> <p><b>The Enterprising Family</b> Family offices, family foundations and family investment companies – "Best Practices" of long lasting families in business. [9]</p>
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**Total Hours 45****Text book (s):**

1.	John Ward, Denise Kenyon – Rouvinez, "Family Business Key Issues", Palgrave Mac Milan, New York, 2005.
2.	Ernesto J Poza, "Family Business", Cengage Learning, 2018.

**Reference(s):**

1.	Carlock R.S and Ward J L, "Strategic Planning for the Family Business", Palgrave Mac Millan, New York, 2001.
2	Thomas Zellweger, Edward Elgar Publishing Limited, 2017.
3	Aronoff C, Ward J, Family Business Governance, Palgrave Macmillan Publishers, 2011.
4	Peter Leach and Tatwamasi Dixit, Indian Family Business Mantras, Rupa Publications, 2015.



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3G3 – Family Business Management	CO1	3	3	2	3	3	
	CO2	2	3		3	3	
	CO3	2		2	3	3	
	CO4	3	2	2	3	3	2
	CO5	2		2	3	3	3
	<b>Average</b>		2.4	2.6	2	3	3



# **Semester – III**

# **Practical**

# **Project Work and**

# **Viva Voce**



**K.S.Rangasamy College of Technology – Autonomous R2018**

**50 MB 3P1 – Project Work and Viva Voce**

**Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
III	0	0	12	180	6	50	50	100

Objective(s)	<ul style="list-style-type: none"> <li>•To provide the students with practical exposure with the industry</li> <li>•To improve skills in functional areas</li> <li>•To enable them to find solutions to real time problems related to different managerial Functions.</li> <li>•To make them to apply suitable strategies in promoting the sales of the organization</li> <li>•To enhance their knowledge in analysis and interpretation of the results.</li> </ul>
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Course Outcomes

CO1	Understand and critically investigate and evaluation of a chosen research topic	Understand
CO2	Apply relevant theory and concepts, relate these to appropriate methodologies, evidence, techniques and draw appropriate conclusions	Apply
CO3	Apply critical review of appropriate and relevant information sources	Apply
CO4	Apply qualitative and/or quantitative evaluation processes to original data	Analyze
CO5	Apply contexts clearly and effectively both in writing and orally.	Apply

- The Project Work of MBA Programme shall be carried out under the supervision of a faculty member.
- Normal duration for the project work is 42 calendar days (7 weeks).
- The deadline for submission of the project report is the last instruction day of the Third semester.
- The Viva-Voce of the Project Work shall be conducted as per the schedule in Academic Calendar for the Third semester.
- A soft copy of the approved Project Work report shall be kept in the library of the college.
- The Internal marks (maximum 50) will be awarded by the members of the Project Review Committee with the consent of the respective supervisors through 3 reviews.
- The External marks shall be awarded for 50 during Viva-Voce examination.
- The Total marks for Project Work is 100 (Internal Marks – 50 and External Marks – 50)

**Total Hours 180**



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 3P1 – Project Work and Viva Voce	CO1	3		2	2	2	3
	CO2	3			2	2	2
	CO3	2	2			2	2
	CO4	2	2	2			2
	CO5	2	3			3	3
	<b>Average</b>		2.4	2.3	2	2	2.25



# Syllabi of IV Semester

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 401 – Corporate Governance****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
IV	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To create awareness on Corporate Governance</li> <li>•To make the students to understand ethics in different functional areas of business</li> <li>•To provide knowledge on the importance of whistle blowing</li> <li>•To create awareness on the importance of gender equality and cultural equality</li> <li>•To provide knowledge on the current global issues</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Identify the issues, theories and models of corporate governance</li> <li>2. Recognize the requirement, need, factors determining and benefits of business ethics.</li> <li>3. Identify the justification of whistle blowing, condition and developing.</li> <li>4. Know the societal ethics.</li> <li>5. Know the cross cultural issues and components.</li> </ol>							

**Corporate Governance**

Definition of Corporate Governance – Issues – Theories – Models – Evaluation – Difference between Corporate Governance and Corporate Management. [9]

**Business Ethics**

Introduction – Meaning – Requirements – Need – Factors – Benefits – Ethical Dilemmas – Ethics vs Management – Morals – Law. [9]

**Whistle Blowing**

Justification of whistle blowing – Condition for whistle blowing – Developing whistles blowing policy. [9]

**Societal Ethics**

Gender equality in employment and compensation – Cultural equality. [9]

**Global Issues**

Cross Cultural Issues – Computer Ethics – IPR – Definition and components. [9]

**Total Hours 45****Text book (s):**

1. John. R Boatright, Ethics and the conduct of business, Pearson education, 7<sup>th</sup> Edition, 2014.
2. A.C.Fernando, "Business Ethics and Corporate Governance", Pearson Publication, 2013.

**Reference(s):**

1. "Business Ethics and Corporate Governance", ICFAI Center for Management Research, Edition 2011.
2. Manual G. Velasquez, "Business Ethics" concepts and cases, PHI, 7<sup>th</sup> Edition, 2012
3. Laura P. Hartman, Perspective in "Business Ethics", Tata McGraw- Hill, 3<sup>rd</sup> Edition, 2007
4. Jain.V.K., Om Prakash Biyani, "Business Ethics and Communication", S Chand and Company Ltd , 2<sup>nd</sup> Edition 2012.



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50MB401- Corporate Governance	CO1	2	3	2	3	3	2
	CO2	3	2	3	2	3	2
	CO3	3	3	2	3		2
	CO4		3	2	2	3	2
	CO5	2	3	2	3	3	2
	<b>Average</b>		2.5	2.8	2.2	2.6	3





# FINANCE

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 4F4 - Commercial Bank Management****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
IV	3	0	0	45	3	40	60	100

Objective(s)	<ul style="list-style-type: none"> <li>To help the students for the basic understanding on commercial banks.</li> <li>To emphasize on functional aspects of commercial banking and investment management.</li> <li>To help the students to understand the on risk management in commercial banks.</li> <li>To enable the students to have a knowledge on working environment of commercial banks</li> <li>To prepare the students for a prospective career in the field of Banking, NBFC's and Financial services sector.</li> </ul>
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Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>Gain Knowledge the concept of commercial bank management in India.</li> <li>Study about the roles and credit policies of RBI.</li> <li>Acquire knowledge about NPA cross product selling.</li> <li>Know about Ombudsman &amp; Basel Norms.</li> <li>Know the concept the digital banking &amp; transaction security.</li> </ol>
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**Overview of the Banking Industry & Regulation**

History of Banking - Evolution of Commercial Banking in India - Goals & functions of Bank Regulation, Trends in federal Legislation and Regulation – Advances in Technology. [8]

**Functions and Services rendered by Banks**

Service of Commercial Banking - RBI's functions and roles, RBI's Credit Policies. [9]

**Banking Operations**

NPA – Deposits Mobilized – Loan Monitoring – Interest Rate Calculation – Cross Product Selling and Banking Operations. [9]

**Information Technology in Banking**

OMBUDSMAN, BASEL Norms, Payment Terms, E-Initiatives, Core Banking Solutions and Fund Transfer System. [10]

**Banking Activities**

Digital Banking – Transaction Security - KYC Norms – UPI Application – Aadhaar enabled Banking - Phishing and Vishing effect. [9]

**Total Hours 45****Text book (s):**

1.	S. Scott MacDonald and Timothy W. Koch, "Bank Management", Cengage Learning, 8 <sup>th</sup> Edition, 2015.
2.	Peter.S, Rose, Sylvia C. Hudgins, "Bank Management And Financial Services", McGraw –Hill International Edition, 8 <sup>th</sup> Edition, 2017.

**Reference(s):**

1.	C R Basu, "Commercial Banking in the planned economy on India", Mittal Publications 1 <sup>st</sup> Edition, 1991
2.	Kanhaiya Singh, Vinay Dutta, Commercial Bank Management, McGraw Hill Education; 1 <sup>st</sup> Edition, 2017
3.	Suresh Padmalatha, Paul Justin, "Management of Banking and Financial Services", Pearson Education; 4 <sup>th</sup> Edition, 2017
4.	H.R. Machiraju, "Modern Commercial Banking", New Age Publishers; 2 <sup>nd</sup> Edition, 2019.



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4F4– Commercial Bank Management	CO1		2	3	2	3	2
	CO2	2		2	3	2	3
	CO3	3	3	2	3	2	3
	CO4	3	3		2	3	3
	CO5	3	2		3	3	2
	<b>Average</b>		2.75	2.5	2.3	2.6	2.6

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 4F5 – Behavioral Finance								
Master of Business Administration – MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
IV	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>To prepare the students to make prudent financial decisions both qualitatively and quantitatively.</li> <li>To offer guidance on the importance of Investor behavior in effective selling of financial products.</li> <li>To help the students to understand the effective application of psychology in financial services.</li> <li>To prepare students for a prospective career in the field of Mutual funds, Insurance and other financial services sector.</li> <li>To provide the strategic framework for an effective promotion of financial products.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>Study about the basic concepts of behavioral finance.</li> <li>Gain knowledge about limits to arbitrage.</li> <li>Explore the psychology of financial markets.</li> <li>Study about the concept of psychology of investor.</li> <li>Know about the behavior of corporate finance.</li> </ol>							
<p><b>Introduction to Behavioral Finance</b>            Overview of behavioral finance – History of behavioral finance – Behavioral factors and financial markets. [9]</p> <p><b>Limits to Arbitrage</b>            Aggregate market and individual rationality – Theory – Limits to Arbitrage – Applications: Closed end fund pricing, Long Term Capital. [9]</p> <p><b>The Psychology of Financial Markets</b>            Equity premium puzzle – Volatility puzzle. [9]</p> <p><b>The Psychology of Investor Behavior</b>            Disposition Effect – Endowment effect and the availability Heuristic – Myopic loss aversion and mental accounting – Over confidence and optimism – Emotions and decision making. [9]</p>								

**Behavioral Corporate Finance**

Corporate decisions on capital structure and dividend policy – Merger and acquisitions and the winner's curse, M&A Waves and its market timing – IPO Underpricing. [9]

**Total Hours 45****Text book (s):**

1.	Andrei Shleifer, "Inefficient Markets: An Introduction to Behavioral Finance", Oxford University Press, 1 <sup>st</sup> Edition, 2000.
2.	Lucy F.A.Cker, Richard Deaves, "Understanding Behavioral Finance", Cengage Learning, 1 <sup>st</sup> Edition, 2011.

**Reference(s):**

1.	Hersh Shefrin, "Behavioral Corporate Finance", McGraw Hill, 2 <sup>nd</sup> Edition, 2018.
2.	Lawrence E. Lifson & Richard A.Geist, "The psychology of investing", John Wiley & sons, Inc, 1999.
3.	Ari kiev, "The psychology of risk", John Wiley & sons, Inc, 1 <sup>st</sup> Edition, 2007.
4.	Prasanna Chandra, "Behavioral Finance", McGraw Hill, 2 <sup>nd</sup> Edition, 2020

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4F5– Behavioural Finance	CO1	3	3	3	3	3	2
	CO2	3	2		2	3	2
	CO3	3	3	2	3	2	2
	CO4	3	3	2	3	2	2
	CO5	3	2	2	2	3	3
	<b>Average</b>	3	2.6	2.25	2.6	2.6	2.2

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 4F6 – Security Analysis and Portfolio Management****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit C	Maximum Marks		
	L	T	P			CA	ES	Total
IV	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>To provide the students a comprehensive knowledge on Stock Trading.</li> <li>To teach the students the advanced investment tools and techniques.</li> <li>To provide an practical approach in stock market operations and its intricacies.</li> <li>To help the students to make an investment decision in a less risky approach.</li> <li>To prepare students for a prospective career in the field of stock trading, Entrepreneurship and other financial services sector.</li> </ul>							
Course Outcomes	<p>At the end of the course, the students will be able to</p> <ol style="list-style-type: none"> <li>1.Know the basic of Indian securities market and different terminologies used in equity and debt markets.</li> <li>2.Gain the knowledge about market regulators and various participants in the securities market.</li> <li>3.Explore the various fundamental analysis techniques towards stock investment.</li> <li>4.Learn the basic of technical analysis and various indicators for short term trading.</li> <li>5.Study about the portfolio methods, construction, and evaluation and also mutual fun operations in India.</li> </ol>							

**Introduction to the Securities Market**

History – Indian Financial System – Objectives of the Security Analysis–Money Market – Capital Market – Primary Market –Secondary Market – Stock Trading System – Floor Trading – Online Trading – Merchant Banking –Investment Banking

**Regulators and Market Participants in the Securities Market**

SEBI: Regulations of SEBI with regard to Primary and Secondary Market –RBI – IRDAI- PFRDA – Stock Exchanges: BSE – NSE – Depositories: NSDL – CDSL – Depository Participants – Trading Members – Clearing and Settlement: NSCCL – ICCL – Clearing Members – Issuers – Investors – Speculators – Hedgers – Arbitrageurs. [9]

**Fundamental Analysis**

Economic Analysis: Economic Forecasting and stock Investment Decisions – Industry Analysis: Industry Classification –Industry Structure and Performance – Company Analysis : Earnings – Financial Performance – Balance Sheet Valuation Model –Dividend Discount Model-Historic Price of stock –P/E Ratio –Market cap to sales- Market price to Book Value-other Rations [9]

**Technical Analysis**

History – Charting Methods – Chart Analysis – Trend Analysis – Moving Average – Elliot Wave Theory – Dow Theory – Random Walk Theory – EMH Theory – Support and Resistance – Reversal Patterns – Continuation Patterns–Indicators: Stochastic–ROC–RSI–MACD–Momentum. [9]

**Portfolio Management and Mutual Fund Operations**

Portfolio – Portfolio Objective – Portfolio Theory: Traditional Portfolio theory – Modern Portfolio theory – QGLP Portfolio Analysis - Portfolio Criteria – Portfolio Diversification – Portfolio Construction – Model Portfolios – Portfolio Evaluation- Portfolio Revision – Mutual Fund – AMC – Mutual Fund Operations in India – Types of schemes–SIP-ETFs-NAV Calculations. [9]

**Text book (s):**

1. Fischer and Jordan, "Security Analysis and Portfolio Management", Pearson Education India, 6<sup>th</sup> Edition, 2002.
2. Punithavathy Pandian, "Security Analysis and Portfolio Management", 2<sup>nd</sup> Edition, 2012.

**Reference(s):**

1. Kevin, "Security Analysis and Portfolio Management", PHI Learning, 2<sup>nd</sup> Edition, 2015.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", Mc Graw Hill, 5<sup>th</sup> Edition, 2017
3. Falguni H Pandya, "Security Analysis and Portfolio Management", Jaico Publishing House, 1<sup>st</sup> Edition, 2013.
4. K.Nagarajan, "Security Analysis and Portfolio Management", New Age Publishers. 1<sup>st</sup> Edition, 2011



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4F6 – Security Analysis and Portfolio Management	CO1	3	2		3		
	CO2	3	2	2	3	2	3
	CO3	3		2	2		2
	CO4	3	2	3	2		2
	CO5	2	2	2	2	2	2
	<b>Average</b>		2.8	2	1.8	2	2



# MARKETING



**K.S.Rangasamy College of Technology – Autonomous R2018**

**50 MB 4M4 – Services Marketing**

**Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
IV	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To supplement basic marketing and marketing strategy courses by focusing on problems and strategies specific to marketing of services.</li> <li>•To enable the students to apply marketing strategies to manage service creation, communication, and delivery in the service economy.</li> <li>•To analyze the marketing strategies (service development, pricing, distribution channel, and promotion) in services and goods industries with high service components.</li> <li>•To understand the “Gaps Model of Service Quality “and how to apply it in the professional career.</li> <li>•To Understand the role of technology in marketing of services</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Identify the nature, characteristics and marketing mix of services</li> <li>2. Know the concept of service quality and GAPS model.</li> <li>3. Gain the new service development, extended marketing mix and pricing of services.</li> <li>4. Know the concept of service failure and service recovery strategies.</li> <li>5. Formulate the effective service marketing mix for different service sectors.</li> </ol>							
<p><b>Introduction and Designing of New Services</b>            Introduction to Services, Services economy – Evolution and growth of service sector –Characteristics – Classification, Expanded marketing mix for services. [9]</p> <p><b>Service Quality</b>            Gaps Model – SERVQUAL analysis, Assessing service marketing opportunities – Customer expectations and perceptions of services. [9]</p> <p><b>Service Delivery</b>            New service development, Service blueprinting – Service scape – People in services, Service process – Balancing Demand and Capacity – Pricing of services – Methods and specific issues – Designing communications mix for promoting services – Building service customer relationships – Role of internal marketing in service delivery. [9]</p> <p><b>Service Recovery</b>            Service failures – Types of Service encounters – Customer response to failures – Customer feelings, Failure types – Service recovery, Ingredients of service recovery. [9]</p> <p><b>Marketing Strategies for Services</b>            Healthcare Services, Hospitality Services – Tourism Services, Logistics Services – Financial Services, Information Technology Services – Educational Services, Entertainment Services, Public Utility Services – Emerging services in India. [9]</p>								
<b>Total Hours 45</b>								
<b>Text book (s):</b>								
1.	Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, “Services Marketing – Integrating Customer Focus Across The Firm”, McGraw Hill Education, 5 <sup>th</sup> Edition, 2010.							
2.	Jochen Wietz, Christopher Lovelock, “Service Marketing: People Technology, Strategy”, World Scientific press, 8 <sup>th</sup> Edition, 2016.							
<b>Reference(s):</b>								
1.	Rajendra Nargundkar, “Services Marketing – Text and cases”, McGraw Education, 3 <sup>rd</sup> Edition, 2010.							
2.	Christian Gronroos, “Services Management and Marketing a ‘CRM Approach”, John Wiley and sons, 3 <sup>rd</sup> Edition, 2011.							
3.	R.Srinivasan, Services Marketing: The Indian Context, PHI Learning, 2014.							
4.	Wirtz Jochen, Lovelock Christopher, Chatterjee Jayanta, Services Marketing, Pearson, 2017							





Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4M4 – Services Marketing	CO1	2	2	2	3	2	2
	CO2	2	2	2	3	2	2
	CO3	3	3	2	3	2	2
	CO4	2	2	2	2	2	
	CO5	3	3	2	3	3	3
	<b>Average</b>		2.4	2.4	2	2.8	2.2

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 4M5 – Sales and Distribution Management								
Master of Business Administration – MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
IV	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To know about the basic selling process and different directions relating to sales force management.</li> <li>•To provide exposures on sales force management, sales territories, sales quotas and sales budget.</li> <li>•To Plan and implement an effective sales strategy for their organizations.</li> <li>•To design and implement distribution channel strategy.</li> <li>•To manage the Channels efficiency and effectiveness</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Learn the basic concepts of Sales Management.</li> <li>2. Know the importance of sales force and its management.</li> <li>3. Know the importance of sales forecasting, sales budgets, sales territories and sales quotas.</li> <li>4. Gain knowledge on Channel design and Management.</li> <li>5. Develop knowledge on distribution management.</li> </ol>							
<p><b>Introduction to Sales Management</b>  Meaning and objectives – Responsibilities of Sales Managers – Sales Management Vs Marketing Management – Organization Structures of the Sales Department – Meaning and Importance of Salesmanship – Process of Selling. [9]</p> <p><b>Sales Force Management</b>  Quantitative and Qualitative Planning of Sales Force – Selection and Recruitment of Sales Force – Motivation and Training of Sales force – Compensation, Appraisal of Performance and Promotion – Direct and Control of Sales Force. [9]</p> <p><b>Sales Volume and Territory Management</b>  Sales Forecasting – Sales Budgets – Sales Territories – Sales Quotas. [9]</p>								

**Channel Design and Management**

Channel Intermediaries role and types – Designing channel – Channel level – Selection and recruitment channel partners – Channel evaluation – Managing channel conflict. [9]

**Distribution Management**

Meaning and importance of Distribution Management – Functions of Distribution Management – Location Analysis – Transportation – Material Handling, Warehousing – Inventory Control, Packaging – Order Processing, Customer Service [9]

**Total Hours 45****Text book (s):**

1.	Richard R.Still, Edward W.Coundiff, Norman A.P.Govani “Sales Management Decisions Strategies & Cases”, Pearson, 2011.
2.	Krishna K Havaladas, Vasant M Cavale, “Sales and Distribution Management”, McGraw Hill education, 2017.

**Reference(s):**

1.	Ramendra Singh, “Sales and Distribution Management”, Vikas Publishing, 2016.
2.	A.Nag, “Sales and Distribution Management”, McGraw Hill Education, 2017.
3.	Tapan K. Panda , Sunil Sahadev, “Sales and Distribution Management”, Oxford University Press, 2019.
4.	Dr S. L. Gupta, “Sales and Distribution Management”- an Indian Perspective, Trinity Press, 3 <sup>rd</sup> Edition, 2018.

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4M5– Sales and Distribution Management	CO1	3			3		2
	CO2		3	2			3
	CO3	3		3	3		
	CO4		3			3	2
	CO5	2				3	
	<b>Average</b>		2.6	3	2.5	3	3

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 4M6 – Consumer Behaviour****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
IV	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To understand consumer behaviour in an informed and systematic way.</li> <li>•To analyze personal, socio-cultural, and environmental dimensions that influence consumer decisions making.</li> <li>•To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behaviour.</li> <li>•To familiarize the students with the processes and factors influencing consumer behaviour and implications of these factors in development of Marketing Strategies.</li> <li>•To establish the relevance of consumer behaviour theories and concepts to marketing decisions</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Learn the basic concepts of Consumer Behaviour and its approaches.</li> <li>2. Gain knowledge on Internal influences of Consumer Behaviour.</li> <li>3. Gain knowledge on External influences of Consumer Behaviour.</li> <li>4. Know the various decision making models of Consumer Behaviour</li> <li>5. Know the post purchase behavior of consumers.</li> </ol>							

**Consumer Behavior – an Introduction**

Concepts – Application of Consumer Behavior knowledge in Marketing Decision – Approaches to study Consumer Behavior – Significance of Consumer Behavior. [9]

**Internal Influences**

Needs and Motives – Personality – Perception – Learning – Attitude – Life style. [9]

**External Influences**

Family – Reference group – Opinion leadership – Cultural aspects. [9]

**Consumer Decision Process**

Consumer decision making process – Models of consumer decision process – Nicosia model – Howard Sheth model – Engel-Kollat model. [9]

**Post –Purchase Behavior**

Post Purchase Behavior of Consumers – Post purchase dissonance – Factors influencing consumer buying behavior – Consumerism – Consumer protection measures in India. [9]

**Total Hours 45****Text book (s):**

- |    |   |
|----|---|
| 1. | S. Rameshkumar, Leon G Schiffman, Joseph Wisenblit, "Consumer Behaviour", Pearson Education, New Delhi, 2014. |
| 2. | S.Rameshkumar, "Consumer Behaviour", Pearson Education, 2017.   |

**Reference(s):**

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|----|--|
| 1. | Rajneesh Krishna, "Consumer Behaviour", Oxford University press, 2014. |
| 2. | Michael R Solomon, "Consumer Behaviour", Pearson Education, 2015.      |
| 3. | Sangeeta Sahney, "Consumer Behaviour", Oxford University press, 2017.  |
| 4. | <u>Sarmistha Sarma, "Consumer Behaviour", Wiley, 2019.</u>             |



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4M6 – Consumer Behaviour	CO1	2	2	2	3		2
	CO2	3	2	2	3	2	
	CO3	3	2	2	3	2	
	CO4	2	2	2		2	2
	CO5	2	2	2	3	2	2
	<b>Average</b>		2.4	2	2	3	2



**HR**

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 4H4 – Performance Management****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
IV	3	0	0	45	3	40	60	100

**Objective(s)**

- To expose about the basic concepts of performance management.
- To give the knowledge on Performance Management System.
- To make the students to understand the Performance Management Process.
- To provide the critical and application oriented inputs of Performance Monitoring and Counseling
- To make the students to know about the Implementation of Performance Management.

**Course Outcomes**

1. Identify the concept of Performance Management, Objectives, Benefits, Challenges and elements.
2. Know the objective, elements and characteristics of PMS.
3. Acquire knowledge about performance planning and performance appraisal.
4. Know the concept of performance monitoring and counseling.
5. Gain knowledge about implementing Performance Management.

**Introduction to Performance Management**

Definitions of Performance Management – Objectives – Benefits – Challenges to Performance Management – Elements of effective Performance Management. [9]

**Performance Management System**

Concept – Objectives – Elements of PMS – Characteristics of effective PMS. [9]

**Performance Management Process**

Performance planning: Meaning – Objectives – Methodologies – Process – Characteristics of effective performance plan – Performance appraisal: Definition – Process – Methods – Common rating errors and pitfalls of appraisal – Elements of good appraisal system. [9]

**Performance Monitoring and Counseling**

Performance Counseling: Definition – Principles – Performance Monitoring: Concept – Objectives – Process – Mentoring and Protégé development – Performance management documentation – Performance management audit. [9]

**Implementing Performance Management**

Introduction – Bottlenecks – Strategies for effective implementation – Balanced Score Card – Performance management linked to reward systems – Role of HR professionals in performance management. [9]

**Total Hours 45****Text book (s):**

1. A.S.Kohli, Tapomoy Deb, "Performance Management", Oxford University Press, 2009.
2. Sahu R.K, "Performance Management System", Excel Books, 2009

**Reference(s):**

1. Aguinis, "Performance Management", Prentice Hall, 3<sup>rd</sup> Edition, 2005.
2. Srinivas R. Kandula, "Performance Management: Strategic, Intervention, Drives", Prentice Hall, 2006
3. Bagchi, "Performance Management", Cengage Learning, 2013.
4. Bhattacharyya, "Performance Management Systems and Strategies, Pearson Education India, 2011.



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4H4 – Performance Management	CO1	3		3	2		2
	CO2	2	3		3		2
	CO3	3	2			3	2
	CO4	3	2	3			3
	CO5		3	2		2	
	<b>Average</b>		2.75	2.5	2.6	2.5	2.5

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 4H5 – Competency Management								
Master of Business Administration – MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
IV	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To enable the students to understand the basics about competency mapping</li> <li>•To develop and understanding the Competency Categories</li> <li>•To make the students to understand the Competency Identification</li> <li>•To give the knowledge on Competency Assessment</li> <li>•To provide theoretical and application oriented inputs of Competency Mapping.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Study the basic concepts, Components and process of Competency mapping.</li> <li>2. Know the various competency categories.</li> <li>3. Know the concept of competency identification.</li> <li>4. Identify the concept, process, tools of competency assessment.</li> <li>5. Gain knowledge about application of competency mapping.</li> </ol>							
<p><b>Introduction to Competency Mapping</b>            Concept of Competency Mapping – Components of competency – Competency Vs Performance – Need for competency mapping – Competency Mapping Process – Will and Skill Mapping. [9]</p> <p><b>Competency Categories</b>            Threshold Competency – Differentiating Competency – Generic (or) key Competency – Functional (or) Technical Competencies – Leadership (or) Managerial Competencies – Competencies for Top Management executives. [9]</p> <p><b>Competency Identification</b>            Practices and Tools for Competency Identification – Validating Identified Competencies – Competency Mapping Practices in Indian Industries. [9]</p> <p><b>Competency Assessment</b>            Concept of Competency Assessment – Measuring the Competency Deficiency – Competency Assessment Process – Competency Assessment Tools – Assessing Technical Competencies – Steps in Assessment Centers and Development Centers. [9]</p> <p><b>Application of Competency Mapping</b></p>								



Fields of Application of Competency Mapping – Using Competencies in Managing HRM: Supporting Change – Competency based Training and Development – 360 Degree Feedback and its Application. [9]

**Total Hours 45**

**Text book (s):**

1. Sahu R K, "Competency Mapping", Excel Books, 2009.
2. Seema Sanghi, "The handbook of competency mapping: understanding, designing and implementing competency models in organizations", Sage, 3<sup>rd</sup> Edition, 2016.

**Reference(s):**

1. Sraban Mukherjee, "Competency Mapping for Superior Results", Tata McGraw Hill, 2009.
2. Shyam Bhatawdekar & Kalpana Bhatawdekar, "Competency Management" (Competency Matrix and Competencies), Create Space Independent Publishing Platform, 2015.
3. B.L. Gupta, "Management Competency Based Learning", Concept Publishing Company, 2007.
4. Don Hellriegel, Susan Jackson & John W. Slocum, "Competency-Based Management" Cengage Learning, 2008

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4H5 - Competency Management	CO1	3	2	3			
	CO2	3	3			2	
	CO3	3	3	3			
	CO4	3		2			
	CO5	2	2	3	2		
	<b>Average</b>		2.8	2.5	2.75	2	2



**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 4H6 – Change Management****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
IV	3	0	0	45	3	40	60	100

Objective(s)	<ul style="list-style-type: none"> <li>•To make the students to know about the concepts of change management.</li> <li>•To give the knowledge on the Process of Change Management.</li> <li>•To enable the students to know about the Communicating Change in change management.</li> <li>•To give the knowledge on Resistance to change</li> <li>•To give knowledge on Developing and implementation plan on change management</li> </ul>
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Course Outcomes	<ol style="list-style-type: none"> <li>1. Study the concept of Change, Nature, Pressure, Levels and guidelines of change.</li> <li>2. Know the process of change and its phases and control.</li> <li>3. Identify the need for communicating change, methods and techniques and role of top management.</li> <li>4. Gain knowledge about concept forms, reaction, techniques of resistance to change</li> <li>5. Know the plan, types and evaluating of implementing change</li> </ol>
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**Introduction to Change Management**

Meaning of organizational change – Nature – Pressure for change – Levels of change – Guidelines for effective change. [9]

**Process of Change Management**

Change management process – Phases of the change management process – change management process control. [9]

**Communicating Change**

Need for communicating change – Factors involved in communicating change – methods and techniques for communicating change – Role of Top Management in communicating. [9]

**Resistance to change**

Concepts of resistance to change – Forms of resistance – Reaction to change – Techniques to overcome resistance. [9]

**Implementing Change**

Developing and implementation plan – Gaining support and involvement of key people – Types of change management strategies – evaluating organizational change. [9]

**Total Hours 45****Text book (s):**

1.	John Hayes, "The theory and Practice of Change Management", Palgrave MacMillan, 3 <sup>rd</sup> Edition, 2010.
2.	Harsh Pathak, "Organizational Change", Pearson, 1 <sup>st</sup> Edition, 2010.

**Reference(s):**

1.	Bernard Burnes, "Managing Change", Pearson, 7 <sup>th</sup> Edition, 2017.
2.	Jeffery M.Hiatt, Timothy.J Creasly, "Change Management: The People side of Change", Prosci Research, 2012.
3.	<u>Sardana</u> GD, "Organizational Transformation Change Management Perspectives" Bloomsbury India, 2013.
4.	Esther Cameron & Mike Green, "Making Sense of Change Management" 4th Edition, 2016.



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4H6 - Change Management	CO1	3	3	2			3
	CO2	2	3	3	2		2
	CO3		3	2	2		3
	CO4	3		2		3	
	CO5	3	2	2			
	<b>Average</b>		2.75	2.75	2.75	2	3



# General Management

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 4G4 – Tourism and Hospitality Management****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
IV	3	0	0	45	3	40	60	100

Objective(s)	<ul style="list-style-type: none"> <li>•To expose the students to the modern techniques in Tourism and Hospitality Management.</li> <li>•To provide knowledge on Itinerary planning</li> <li>•To makes the students to understand nature and scope of tourism</li> <li>•To enables the students to be aware of tourism marketing</li> <li>•To make them to explore the needs of hospitality management</li> </ul>
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Course Outcomes	<ol style="list-style-type: none"> <li>1. Explore the concepts of tourist, tourism and know the different types of tourism.</li> <li>2. Know the meaning and types of an itinerary and able to develop effective tour itinerary.</li> <li>3. Recognize the need for tourism organizations, functions of travel agencies and able to set up of a travel agency.</li> <li>4. Identify the concept of tourism marketing and able to design a tourist brochure.</li> <li>5. Analyze the origin and nature of hospitality and know the classification of hotels in India.</li> </ol>
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**Introduction**

Tourism: Definition, Meaning, Nature and Scope – Tourist, Traveler, Visitor and Excursionist – definition and differentiation – Leisure, Recreation and Tourism interrelationship – Components and Elements of Tourism – Types of tourism. [9]

**Itinerary Planning**

Definition, Basic information, Planning itinerary – Resources for planning itineraries costing of a tour. [9]

**Tourism Organizations**

Need for organizations – International Organization, Government and Private organizations in India – Private sector organizations in India, non-government organizations – Travel Agent, Types of Travel Agencies, Functions of a Travel Agency, Setting up a travel agency. [9]

**Tourism Marketing**

Tourism Marketing: Definition, Market segmentation, Marketing of Services – Tourism Product: Definition, characteristics, nature, types, Product Life Cycle – Familiarization Tours, Designing a Tour Brochure, Destination Branding. [9]

**Hospitality Management**

Hospitality – Origin of the concept; meaning, nature and dimensions – Accommodation: Type and Forms; distinction between Hotel, Motel and Resort Properties – Type and forms of Hotels– Classification and Gradation of Hotels – Hotel Classification in India; procedure and requirement. [9]

**Total Hours 45****Text book (s):**

1.	Sunetra Roday, et al., "Tourism Operations and Management", Oxford, 2014.
2.	Jha S.M., "Tourism Marketing", Himalaya Publications, 2016.

**Reference(s):**

1.	Andrews S., "Introduction to Tourism and Hospitality", Tata McGraw Hill, 2012.
2.	Negi J, "Travel Agency and Tour Operations: Concept and Principles", Kanishka Publishers, 2007.
3.	Morrison A.M, "Hospitality and Travel Marketing", Thomson Hearing Inc., 3 Edition, 2013.
4	Sudhir Andrews , An Introduction to Tourism and Hospitality Industry, Tata McGraw Hill, 2007



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4G4 – Tourism and Hospitality Management	CO1	2			3	3	
	CO2	2		2	2	2	2
	CO3	2			3	3	
	CO4	3		2	3	3	2
	CO5	2	2		3	3	
	<b>Average</b>		2.2	2	2	2.8	2.8

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB 4G5 - Hospital Management								
Master of Business Administration - MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P		C	CA	ES	Total
IV	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To develop an understanding on the the practices in multinational and diversified Hospital Industry.</li> <li>•To enable the students to understand Planning process of hospitals</li> <li>•To give the students a clear picture on factors influencing hospital utilization</li> <li>•To provide knowledge to the students on hospital standards and design</li> <li>•To make them to understand the facilities needed in the hospitals</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Know the classification of hospitals, role of hospital administration and hospital and community.</li> <li>2. Explore the planning process by hospitals and the principles of planning.</li> <li>3. Identify the need for hospital services and factors influencing hospital utilization.</li> <li>4. Identify the hospital standards and design.</li> <li>5. Plan the facilities required in hospitals.</li> </ol>							
<p><b>Hospital as a system</b>            Definition of hospital - Classification of hospitals - Changing role of hospitals - Role of hospital administrator- hospital as a system - Hospital and community. [9]</p> <p><b>Planning</b>            Principles of planning – regionalization - Hospital planning team – planning process - Size of the hospital – site selection – hospital architect – Equipping a hospital – interiors and graphics - Construction and commissioning - planning for preventing injuries – electrical safety. [9]</p> <p><b>Technical Analysis</b>            Assessment of the demand and need for hospital services - Factors influencing hospital utilization – bed planning and Management - Land requirements for Hospitals-Project report ( for 100 bed hospital). [9]</p> <p><b>Hospital Standards and Design</b>            General Organization of a Hospital – Area, layout etc.- Safety standards – electrical installation, gas installation, lighting, ventilation, sanitation, air locks, sterilization zone, storage of local anesthesia products, radiology unit, supplying. [9]</p> <p><b>Facilities planning</b></p>								



Transport, Communication, Food services – Information system, Minor facilities – Mortuary.

[9]

**Total Hours 45**

**Text book (s):**

1. R.C.Goyal and D.K.Sharma, "Hospital Administration and Human Resource Management", PHI, 4<sup>th</sup> Edition, 2016.
2. S.K.Jha, "Hospital Management", Himalaya Publishing House, 2014.

**Reference(s):**

1. Stephen.M.Shortell and Arnold.D.Kaluzny, "Health Care Management", Thomson, 5<sup>th</sup> Edition, 2012.
2. Sonu Dr.Goel, "Hospital Administration", Elsevier, 2014
3. Joshi DC, Mamta Joshi, "Hospital Administration" Jaypee Brothers Medical Publishers Pvt. Ltd, 2012
4. Srinivasan AV, "Managing Modern Hospital", Sage Publications, 2012

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4G5 – Hospital Management	CO1	3	2	2	3	2	3
	CO2	2	2	2	3	2	3
	CO3		2			2	3
	CO4		2	3	2		2
	CO5		3	3	2	2	3
	<b>Average</b>		2.5	2.2	2.5	2.5	1.8

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB 4G6 - Creativity and Innovation****Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
IV	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To develop an understanding of creative processes</li> <li>•To provide exposure on the creative problem solving techniques</li> <li>•To enable the Managerial and behavioral skills conducive to encourage creative efforts from students.</li> <li>•To provide an insight into organizational systems and structures which facilitate creativity and innovation</li> <li>•To facilitate the students to convert creativity into intellectual property rights.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Recognize the aspect of creative problems.</li> <li>2. Know the innovation in business.</li> <li>3. Identify the corporate technological creation.</li> <li>4. Know the capabilities for innovation.</li> <li>5. Identify the values in innovation.</li> </ol>							

**The Creative Problem**

Solving Structure – Creativity and Creative Groups - Characteristics of Creative Groups - Idea generation and development, Brainstorming, Lateral Thinking - Improve the idea to Commercialization process. [9]

**Innovation in business**

Types of innovation - Creating and identifying opportunities for innovation - The technological innovation Process - Systematic Inventive Methods, The TRIZ Method, Major Inventive Principles, Research and Development Management in Entrepreneurial ventures. [9]

**Corporate Technological Innovation**

Planning and strategies - Development of and innovation friendly culture - Establishment of strategic direction - Involvement with innovation, Innovation and Entrepreneurship. [9]

**Building capabilities for execution**

Analyze Processes used by ventures - Innovation in Indian firms, Building organizational culture, Organization as a laboratory for learning. [9]

**Capturing value from innovation**

Licensing, Patent rights - Commercialization - Outsource, vertical integration, acquisition. [9]

**Total Hours 45****Text book (s):**

1.	Ceserani Jonne, Greatwood Peter, "Innovation and Creativity", Crest Publishing House New Delhi, 2001.
2.	Plsek E. Paul, "Creativity, Innovation and Quality", Prentice-Hall of India Private Limited, New Delhi, 2000.

**Reference(s):**

1.	Lumsdaine, et.al, Creative Problem Solving and Engineering Design, McGraw Hill, 1999.
2.	John Gertner, "The Idea Factory", Penguin Press, 2012
3.	Scott Berkun "The Myths of Innovation" O'Reilly, 2010
4.	ED Catmull, "Creativity." Transworld Publishers, 2014



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB 4G6 – Creativity and Innovation	CO1	3	3		2		
	CO2		2		3	2	
	CO3	3		3			3
	CO4	2			3	3	
	CO5		3		3		2
	<b>Average</b>		2.6	2.6	3	2.75	2.5





# Syllabi of Open Electives

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB L01 - Entrepreneurship Development****Master of Business Administration - MBA**

Semester	Hours / Week			Total hrs	Credit C	Maximum Marks		
	L	T	P			CA	ES	Total
ODD/EVEN	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To enable the students to understand the concept of Entrepreneurship and its benefits.</li> <li>•To make the students understand the process of Opportunity Evaluation.</li> <li>•To facilitate the students in preparation of Business plan.</li> <li>•To enable the students in devising a strategy for business growth.</li> <li>•To create an academic learning system through which students can acquaint themselves with the special challenges of starting new ventures.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1.Learn the Importance and myths of Entrepreneurship.</li> <li>2.Identify the process of opportunity evaluation and Feasibility Analysis.</li> <li>3.Develop Business Plan and learn the essential aspects of Financing.</li> <li>4.Critically evaluate the pitfalls of Entrepreneurial failures.</li> <li>5.Know the support systems for business ventures and the functions of MSME, Banks, STEP, TBI, etc.</li> </ol>							

**Nature and Importance of Entrepreneurship**

Definition of Entrepreneur, Evolution of Entrepreneurship, Myths of Entrepreneurship, Characteristics of an Entrepreneur, Entrepreneurial Competencies, Innovation, Role of Entrepreneurship in Economic Development. [9]

**Opportunity Evaluation**

Idea Generation, Sources of New Ideas, Methods of Generating Ideas, Opportunity Recognition, Feasibility Analysis- Commercial, Marketing, Economics, Investment Decision making Tools. [9]

**Business Plan**

About Business Plan and its Benefits, Developing a Well-Conceived Business Plan, Elements of Business Plan, Financing – Financial Institutions, Capital Structure, Management of Working Capital, Fundamentals of Taxation, Presentation of the Business Plan. [9]

**Strategies for Growth**

Strategies for Start-ups, Penetration, Market Development, Product Development, Diversification Strategies, Implication of Growth for the Firm, Sickness in Small Business- Causes and Consequences, Corrective Measures. [9]

**Support System for Entrepreneurial Ventures**

Government Agencies and Schemes, MSME, Banks and Financial Institutions, EDC, STEP and TBI. [9]

**Total Hours 45****Text book (s) :**

1. Hisrich, Peters, Shepherd, "Entrepreneurship", Tata McGraw Hill, 6<sup>th</sup> Edition, 2007.
2. Kuratko, Hodgetts, "Entrepreneurship in the New Millennium", Cengage Learning, 2009.

**Reference(s):**

1. Jeffry Timmons, Stephen Spinelli, "New Venture Creation", Tata McGraw Hill, 7<sup>th</sup> Edition, 2009.
2. Sangeetha Sharma, "Entrepreneurship Development", PHI Learning Private Limited, 2016.
3. Anilkumar S, "Entrepreneurship Development", New Age International Pvt Ltd, 2012.
4. Singh AK, "Entrepreneurship Development and Management", University Science Press, 2011.



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB L01 - Entrepreneurship Development	CO1	2				2	
	CO2		2		3		
	CO3				3	2	
	CO4		3				2
	CO5		2		3		
	<b>Average</b>		2	2.3		3	2

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB L02 - Intellectual Property Rights								
Master of Business Administration - MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
ODD/EVEN	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To create awareness about Intellectual Property rights.</li> <li>•To give suitable guidelines for the protection of the intellectual property rights.</li> <li>•To enable the students to understand IPR protection in India</li> <li>•To provide knowledge on Patent information</li> <li>•To analyze the cases connected with Intellectual Properties.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Know the distinction between tangible and intangible properties, meaning, types and significance of Intellectual Property Rights.</li> <li>2. Identify the importance of copyrights, related issues of copy rights, significance and advantages of patents</li> <li>3. Know the international agreements for the protection of Intellectual Property Rights and the role of WTO (World Trade Organization) and GATT (General Agreement on Trade and Tariff.)</li> <li>4. Recognize the significance of patent information, classification of invention according to technology and the Indian Intellectual Property Rights legislation.</li> <li>5. Discuss the cases on patents, copy rights, trademarks ,industrial designs and. software</li> </ol>							



### Importance of Intellectual Property Rights

Introduction – Tangible and intangible properties – intellectual property – an intangible wealth and a product of creative mind – IPR and its significance – types of IPRs. [9]

### Copyrights and Related Issues

Works protected by copyright – reproduction rights – moral rights – translation and adaptation rights – copyrights issues – piracy – civil – criminal remedies – infringement – patents – application procedures. [9]

### International Agreement for the Protection of IPR

Berne convention – Madrid agreement – Hague agreement – patent cooperation treaty – Paris convention – Lisbon agreement – establishment of WIPO – UPOV and WTO – Mission and Activities – History – General Agreement on Trade and Tariff(GATT). [9]

### Patented Invention and Administration

Significance of patent information – classification of invention according to technology – Novelty search and state of art search – Indian Position Vs WTO and Strategies – Indian IPR legislations [9]

### Applications

Case Studies on - Patents (Basmati rice – Turmeric – Neem ) – Copyrights – trademarks – industrial design – software - Protection against unfair competition – patent agents – Patent agents vs. Patent attorney-Patent Examiners - IP Department and IPR Managers [9]

**Total Hours 45**

### Text book (s) :

1. Radhakrishnan R and Balasubramanian S., "Intellectual Property Rights – Text and Cases", Excel Books, 1<sup>st</sup> Edition, 2008.
2. Prabuddha Ganguli, "Intellectual Property Rights", Tata McGraw Hill, 1<sup>st</sup> Edition, 2008.

### Reference(s) :

1. Richard Stim-, "Intellectual Property: Patents Trademarks and Copyrights", Cengage Learning India Pvt Ltd., 2<sup>nd</sup> Edition, 2001.
2. Neeraj Pandey & Khushdeep Dharani, "Intellectual Property Rights", PHI Learning, 2010.
3. Attorney Richard Stim, " Patent Copy Right & Trademark", NOLO, 2020
4. Virendrakumar Ahuja, " Intellectual Property Rights in India", Lexis Nexis Buterworth, 2009

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB L02 - Intellectual Property Rights	CO1	3		2		2	3
	CO2	2	2	2	2		2
	CO3	2	2		2	2	2
	CO4	3		2	3	2	2
	CO5	2		2	2		2
	<b>Average</b>		2.4	2	2	2.25	2



**K.S.Rangasamy College of Technology – Autonomous R2018**

**50 MB L03 - Business Ethics**

**Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
ODD/EVEN	3	0	0	45	3	40	60	100

Objective(s)	<ul style="list-style-type: none"> <li>•To create awareness about Business Ethics.</li> <li>•To give suitable guidelines for the protection of Ethics in Business Environment.</li> <li>•To provide knowledge on ethics related to functional areas.</li> <li>•To make the student to understand responsibility of businessman in maintaining ethics</li> <li>•To enable knowledge regarding the environment ethics.</li> </ul>
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Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1. Learn about the Characteristics, the nature of Business Ethics and causes of unethical behavior.</li> <li>2. Recognize the advantages of ethical behaviour and code of ethics.</li> <li>3. Develop the knowledge regarding the ethics in marketing, Finance, HR, Production and Information Technology.</li> <li>4. Learn strategies of managing ethics in business.</li> <li>5. Discuss about the value of work place safety and working conditions.</li> </ol>
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**Introduction**  
Business Ethics – Definition, Nature, Characteristics & Ethical theories; Causes of unethical behavior; Code of conduct; Public good. [9]

**Ethics in Corporate Behaviour & Decision Making**  
Organizational Ethics – Corporate Behaviour an Ethical Decision Making – Ethical Corporate Behaviour – Corporate Code of Ethics – Advantages of Code of Ethics – Ethical Manager & Leadership – Managing Ethics in Organization – Roles & Responsibility in Ethics Management – Ethical Decision Making – Simon’s Models – Types of Decisions – Ethical Decision Making Framework – Problems - Ethical Dilemmas. [9]

**Ethics in the Functional Areas**  
Ethics in Marketing – Ethics in Finance – Ethics in Human Resources – Ethics in Production – Ethics in Information Technology – Work Ethics. [9]

**Ethics in Management**  
Conflict Strategy – Employee Privacy – Business and its Share Holders – Contract Relations – Product Safety – Responsibilities of Business – Pricing Ethics – Advertising Ethics – Deception and Unfairness in Advertising. [9]

**Environmental Ethics**  
Environmental Ethics – Economic Environment – Business and Ecology – Ethics of Environmental Protection – Value of Nature – Working Conditions – Workplace Safety. [9]

**Total Hours 45**

**Text book (s) :**

1. A.C.Fernando, "Business Ethics – An Indian Perspective", Pearson Publication, 2009.
2. Andrew Crane and Drink Matten, "Business Ethics", Oxford University Press, 4<sup>th</sup> edition, 2016.

**Reference (s) :**

1. A.C.Fernando, "Business Ethics and Corporate Governance", Pearson Publication, 2013.
2. W.H. Shaw, "Business Ethics", Cengage Learning, 2007.
3. Stephen M Byers & Kurt Stanberry, "Business Ethic" 12<sup>th</sup> Media Services, 2018
4. Mark S.Schwartz, "Business Ethics", Pearson Publication, 2014



Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB L03 - Business Ethics	CO1	3		3		2	2
	CO2	2		2		2	2
	CO3	3		2		2	3
	CO4			3			
	CO5	3		3		2	
	<b>Average</b>		2.75		2.6		2

K.S.Rangasamy College of Technology – Autonomous R2018								
50 MB L04 - Labour Laws								
Master of Business Administration – MBA								
Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			C	CA	ES
ODD/EVEN	3	0	0	45	3	40	60	100
Objective(s)	1. •To enable the students to familiarize and understand the legal framework governing the Indian Industrial scenario. •To make the students to know about the role of trade unions in Industries •To make the students to aware about wages and bonus acts •To provide knowledge to them on Employee Provident Fund •To create knowledge regarding contract labour act.							
Course Outcomes	At the end of the course, the student will be able to 1.Acquire knowledge about Labour Legislation. 2.Learn the provisions under Industrial Laws. 3.Know about the provisions related to Wages and Bonus Act. 4.Develop knowledge related to Social Security Act. 5.Know about the various miscellaneous Act.							
<b>Introduction to Labour Legislation</b>								
Labour Legislation – Historical evolution – Principles of Labour Legislation – Origin and Growth of Labour Legislation in India. [9]								
<b>Industrial Law</b>								
Factories Act, 1948 – The Trade Unions Act, 1926 – The Industrial Disputes Act, 1947. [9]								
<b>Wages and Bonus Act</b>								
Payment of wages Act, 1936 – Minimum wages Act, 1948 – Payment of Bonus Act, 1965. [9]								
<b>Social Security Act</b>								
Employee State Insurance Act, 1948 – Employees Provident Funds and Miscellaneous Provisions Act, 1952 – Payment of Gratuity Act, 1972. [9]								
<b>Miscellaneous Act</b>								



Maternity Benefit Act, 1961 – The Child Labour (Prohibition and Regulation) Act, 1986 – Contract Labour Act, 1970. [9]

**Total Hours 45**

**Text book (s):**

1. S.P.Jain & Simmi Agarwal, "Industrial and Labour Laws", Dhanpat Rai & Co, 15<sup>th</sup> Edition, 2018.
2. S C Srivastava, "Industrial Relations and Labour Laws", Vikas Publication, 6<sup>th</sup> Edition, 2012.

**Reference(s):**

1. N.D Kapoor, "Handbook of Industrial Law", Sultan Chand & Sons, 14<sup>th</sup> revised edition Reprint, 2013.
2. S.N. Misra, "Labour & Industrial Law", Central Law Publication, 27<sup>th</sup> Edition, 2013.
3. P. Saravanavel, "Industrial and Labour Laws", Galgotia Publications Pvt. Ltd., 2011.
4. P.K. Padhi, "Labour and Industrial Laws", PHI Learning, 3<sup>rd</sup> Edition, 2017.

Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB L04 - Labour Laws	CO1	3	1	3	2	2	3
	CO2	3	1	2	2	2	2
	CO3	3	1	3	2	2	3
	CO4	3	2	3	2	2	2
	CO5	3	1	3	1	3	2
	<b>Average</b>	3	1.2	2.8	1.8	2.2	2.4

**K.S.Rangasamy College of Technology – Autonomous R2018****50 MB L05 - Stock Trading****Master of Business Administration – MBA**

Semester	Hours / Week			Total hrs	Credit	Maximum Marks		
	L	T	P			CA	ES	Total
ODD/EVEN	3	0	0	45	3	40	60	100
Objective(s)	<ul style="list-style-type: none"> <li>•To enable the students in understanding the Functions of Stock Market.</li> <li>•To know about market participants and process in stock market operations.</li> <li>•To know about security broking operations and settlement process.</li> <li>•To learn about Fundamental and Technical analysis of stock trading.</li> <li>•To learn about basics of Derivatives Market.</li> </ul>							
Course Outcomes	<p>At the end of the course, the student will be able to</p> <ol style="list-style-type: none"> <li>1.Know the basics of the Indian securities market, the different products traded and the various market participants and the respective roles they play in the Indian securities market.</li> <li>2.Recognize the regulatory framework, various market participants and the role of the Securities Exchange Board of India.</li> <li>3.Identify with the trade life cycle, clearing and settlement process and various participants involved in the trade life cycle</li> <li>4.Know the various tools available under fundamental and technical analysis for Investing and trading in shares and learn how to trade through online platform.</li> <li>5.Realize various derivatives products and its trading strategies.</li> </ol>							
<p><b>Introduction to the Securities Market</b>            Overview of the Securities Market in India – Understanding the Basic of the Investing Process – Basics of the Primary Market and Secondary Markets –Products Traded in the Indian Market. [9]</p> <p><b>Market Participants in the Securities Market</b>            Introduction – Investors –Issuers – Intermediaries –Regulators. [9]</p> <p><b>Securities Broking Operations</b>            Introduction to the Trade Life Cycle – Front Office Operations – Middle Office Operations –Back Office Operations – Depositories and Depository Participants - Clearing and Settlement Process– Risk Management. [9]</p> <p><b>Fundamental and Technical Analysis &amp; Online Trading</b>            Economic Analysis – Industry Analysis –Company Analysis – Trading with Chart Patterns – Momentum Indicators – Demo of Cash and Margin Trades – Trading stocks on Virtual Platform – Common Mistakes to be avoided while Investing / Trading. [9]</p> <p><b>Basics of Derivatives Markets</b>            Derivative Strategies - Future and Options Trading in Equity Market – Commodity Trading – Forex Trading. [9]</p> <p style="text-align: right;"><b>Total Hours 45</b></p>								
<b>Text book (s):</b>								
1	Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publication, 2 <sup>nd</sup> Edition 2012.							
2	Ashwani Gujral, “How to Make Money in Intraday Trading”, Vision Books Publication, 2 <sup>nd</sup> Edition 2012.							
<b>Reference(s):</b>								
1	Ashwani Gujral, “How to Make Money Trading Derivatives – An Insider’s Guide”, Vision Books Publication, 3 <sup>rd</sup> Edition 2012.							
2	Raghu Palat, “Fundamental Analysis for Investors”, Vision Books Publication, 4 <sup>th</sup> Edition 2015.							
3	Ashwani Gujral, “How to Make Money Trading with Charts”, Vision Books Publication, 3 <sup>rd</sup> Edition 2018.							
4	Willian J O’Neil, “How to make money in Stocks?” McGraw Hill, 2019.							





Course Code & Course Name	COs	POs					
		1	2	3	4	5	6
50 MB L05 - Stock Trading	CO1	3					
	CO2						3
	CO3	3		2			
	CO4		3	2			
	CO5	3		2			
	<b>Average</b>		3	3	2		