

ALBERTIAN INSTITUTE OF MANAGEMENT

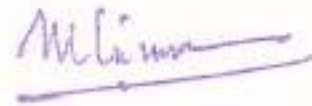
St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : International Business
Semester : III
Session : June – October 2017
Batch : 2016 - 2018
Subject Code : PMB3CRT0116
No. of credits :
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FACULTY COURSE PLAN

Semester	III	Batch: XI 2016-18	Year: 2017
Plan period	June 2017 – October 2017		

INTERNATIONAL BUSINESS

Course code: MBA CC18

Faculty: Sajeew C.S.

Course Description

This course on international business are for students who wish to increase their understanding of global markets and various regions of the world. The world's economy is increasingly global, studying international business will provide you with insights into the global economic and business climates.

In an increasingly global economy demand continues to grow for individuals who understand the global context of business: from the logistics of international trade and cross-border investments to the cultural and ethical issues that are imbued in the practice of business around the world. By studying international business, you will learn about world cultures and societies, and be challenged to approach issues from different perspectives. These skills are increasingly valuable to employers faced with the challenge of opening and integrating multiple markets and achieving cohesion and collegiality in increasingly diverse workforces.

Course Objectives

- 'Studying international business allows students to appreciate how globalisation has brought about an increasing 'connectedness' of businesses, markets, people and information across countries,'
- Developing a global mindset that will provide students with the necessary skills to evaluate and manage challenges and opportunities in an increasingly complex global environment,'
- Developing skills that are highly sought after by employers as there exists a buoyant current and future labour market demand for international business postgraduates. This demand translates into varied opportunities in a range of settings and job sectors.

EVALUATION STRATEGY

The internal evaluation is based on the participant's attendance, class participation, assignments, seminars and internal assessment and continuous evaluation tests



Session s	Topic of the session	Reading/Application exercise
	Module I	
1	Introduction to International Business	Ch.1 R2
2	Nature & Dimension of International business	Ch.1 PT2
3-6	Environment of International Business	Ch.3 PT1
7-9	Economical, Political, Demographical, Global, Social, Cultural, Technological, Legal	PT1, PT2,R2
10-12	Entry strategies for International Business.	Ch.15,19 PT1
	Module II	
13-14	Process of Globalization	Ch.11 PT2
15	Globalizations of Indian Business	Ch.11 PT2 Ch.27PT1
16-18	WTO, Regional block	Ch.5 PT1 Ch.2,3 PT2
19	International commodity agreement	Ch.4 PT1 New book
20-21	Global Trade	Ch.5 PT2 Ch.4 PT1
22-22	Global Supply Chain and Logistics Management	Ch.9 PT2
24	Investment Environment	Ch.6 PT2 Ch.9 PT1
	Module III	
25 – 30	International Economic Institutions – IMF, World Bank, UNCTD, UNIDO – Asian Development Bank,	Ch.3 PT2 Ch.8 PT1
31	International Trade centre	Ch.3 PT2 Ch.8 PT1
32-35	Foreign Exchange Market Mechanism	Ch.6 PT1 Ch.10 PT2
36	Determinants of Exchange rate.	Ch.6 PT1 Ch.10 PT2
	Module IV	
37-38	Export and Import Procedure	Ch.15 PT1 Ch.18 PT4
39	Licensing & Joint ventures	Ch.15 PT1
40-42	International Investment – FDI – Production linkages	Ch.6 PT2 Ch.9 PT2
43-45	Foreign – Investment in India, Cross Border	Ch.9 PT1 Ch.6 PT2
46	Forex reserve	Ch.10 PT2
47-48	Over view of Currency Exchange and Risk Management.	Ch.10 PT2
	Module V	
49-51	Social responsibility of business	Ch.22 PT1
52	Country Evaluation & Selection	Ch.9 PT2 Ch.14 PT1
53	International Asset Protection	Ch.10 PT2
54-55	Foreign Trade Policy,	Chap 23 PT1
56-57	Social issues in International Business	Chap 22 PT1



Prescribed text (PT):

PT1. Dr. Francis Cherunilam, *International Business Text and Cases*, 4th Ed. PHI Learning

PT2: Dr. Francis Cherunilam, *International Business Environment*, 5th Revised Edition 2011, Himalaya Publishing House

PT3. Shyam Shukla, *International Business*, Excel Book, New Delhi

PT4. Rakesh Mohan Joshi, *International Business*, Oxford University Press, New Delhi.

Reference texts: R.1. *International Business Environment* – Rakesh Mohan Joshi
 R.2. *International Business* – Ed. 5 McGraw Hill – K. Aswathappa
 R.3. *International Business* – Ed. 12 Pearson – John D. Daniels, Lee H. Radebough, Daniel P. Sullivan, Prashant Salwan

Cases: All cases in Prescribed Textbooks with presentations on

Module I Case 1: PT2, Module II Case 1: PT1, Module III Case 15: PT1,

Module IV Case 17: PT1, Module V Case 8: PT2

Assignments from every module: The students will be asked to keep a book for the same.

1. Globalisation is creating rich countries with poor people – Comment on this statement by Mr. Joseph Stiglitz.
2. Give a brief account on the several factors that constitute the environment of International Business. Submit on
3. Discuss the similarities and differences between the new and old globalisations. submit on
4. "IMF and World bank serve the interests of industrialised nations rather than those of the developing countries." Discuss.
5. Explain the key drivers of global FDI and its impact on the cross border M&As.
6. Explain the social responsibility of business and its involvement in business.
7. Elaborate on the environmental issues impacting the international business.
8. Give the salient features of India's Foreign Trade Policy (Exim Policy) 2014 – 2019

***If the unit and IAT tests are not taken the student should answer all the question papers and submit it in a note book.

PROJECT

1. Effects of international business on the domestic market. Elaborate on this topic with special reference to an industry that you are familiar with.
- 2.



CC18- INTERNATIONAL BUSINESS

Module I

Introduction to International Business – Nature & Dimension of International business – Environment of International Business – Economical, Political, Demographical, Global, Social, Cultural, Technological, Legal – Entry strategies for International Business.

Module II

Process of Globalization – Globalizations of Indian Business – WTO, Regional block – International commodity agreement – Global Trade – Global Supply Chain and Logistics Management – Investment Environment

Module III

International Economic Institutions – IMF, World Bank, UNCTD, UNIDO – Asian Development Bank, - International Trade centre – Foreign Exchange Market Mechanism – Determinants of Exchange rate.

Module IV

Export and Import Procedure – Licensing & Joint ventures - International Investment – FDI – Production linkages, Foreign – Investment in India, Cross Border – Forex reserve – Over view of Currency Exchange and Risk Management.

Module V

Social responsibility of business, Country Evaluation & Selection – International Asset Protection, Foreign Trade Policy, Social issues in International Business, Labour issues, Environmental issues

References

1. Dr.Francis Cherunilam, *International Business Environment*, Himalaya Publishing House
2. Shyam Shukla, *International Business*, Excel Book, New Delhi
3. Rakesh Mohan Joshi, *International Business*, Oxford University Press, New Delhi.

Example: A Report on International Business Operations of ONGC & OVL)
(19.07.14)



Why Study International Business?

We at globalEDGE often receive inquiries from students wondering if or why they should study international business. For that reason, we have assembled the following FAQ document. Please note that these are general responses to general questions and do not constitute academic advising or career services advice at any institution. Students should always speak with advisors at their home institution before making any course selection or major/minor field decisions.

Students who wish to increase their understanding of global markets and various regions of the world should strongly consider studying international business. The world's economy is increasingly global. Studying international business will provide you with insights into the global economic and business climates. Additionally, many institutions strongly advise (or require) students who major or minor in international business to study a foreign language and/or to complete an overseas study or internship experience. Taken together, such a course of study can be particularly beneficial for students who hope to one day work abroad.

To repeat, the world's economy is increasingly global. As a result, demand continues to grow for individuals who understand the global context of business: from the logistics of international trade and cross-border investments to the cultural and ethical issues that are imbued in the practice of business around the world. By studying international business, you will learn about world cultures and societies, and be challenged to approach issues from different perspectives. These skills are increasingly valuable to employers faced with the challenge of opening and integrating multiple markets and achieving cohesion and collegiality in increasingly diverse workforces.



Studying international business can prepare students for positions across the public, private, and non-profit sectors, for example in business, government, and international agencies. Students might expect their day-to-day work to revolve around international trade, global business operations and planning, or industrial development, for example. Additionally, international business studies can be greatly beneficial for students who plan to pursue graduate studies in areas such as law or public policy where a robust knowledge of international business can be helpful.

The following video links provide examples of former students who have found success in professions related to international business.

[Tatyana Aguirre - Student Success in Global Trade](#)

[Alex Santana - Student Success in Global Trade](#)

Typically international business studies touch on courses and topics across a range of business fields, from finance and marketing to management and accounting. Just as the coursework in those fields is designed to provide students with in-depth knowledge and skills in a particular field, the same is true of international business - it is designed to provide students with an in-depth understanding of the global practices across the spectrum of business fields.

<https://www.prospects.ac.uk/jobs-and-work-experience/job-sectors/business-consulting-and-management/why-study-international-business>

Why study international business?

Jemma Smith, Editor

June, 2016



International business is an expanding academic field and the job prospects of its graduates are exciting and varied. Discover how you can play a role in the ever-changing global economic landscape

China, Japan and India's economies are among the world's strongest five, reflecting the fact that the majority of gross domestic product (GDP) is now generated outside of the USA and Europe. Understanding international business operations is therefore increasingly important for today's business graduates and that's where postgraduate qualifications in this area come in.

International business programmes give students an understanding of the different business management practices found all over the world and prepares them for graduate careers abroad or in organisations that are engaged in business on a global scale.

Postgraduate study in international business can facilitate the entry or the advancement of careers in areas such as accounting, finance, HR and marketing

Why choose international business?

'Studying international business allows students to appreciate how globalisation has brought about an increasing 'connectedness' of businesses, markets, people and information across countries,' says Dr Kieran Conroy, lecturer in MSc International Business at Queens University Belfast (QUB).

'To be successful in business, students need to develop a global mind set, which provides them with the necessary skills to evaluate and manage challenges and opportunities in an increasingly complex global environment,' adds Dr Heike Schroder lecturer in International HR at QUB.

The skills that you develop on a course of this nature are highly sought after by employers and according to Dr Paz Estrella Tolentino, head of the International Business Subject Development Group at Birkbeck, University of London, there exists a buoyant current and future labour market demand for international business postgraduates. This demand translates into varied opportunities in a range of settings and job sectors.

Related case studies



Anoop Panesar
Sales development representative



What do courses involve?

The MSc International Business is a popular programme at Queen's, 'it shows how most of today's businesses are connected in some way to international networks, for example via suppliers and customers, subsidiaries and joint ventures or through European funds and international regulations and laws,' explains Dr Jelena Vlajic, programme director in MSc International Business at QUB.

'We provide integrated content, which centres on international business strategy as a base and spreads in several multifunctional directions, towards multinational enterprises, global supply and demand networks, human resource management and marketing.

'This provides students with the conceptual and analytical skills needed to evaluate and analyse firm-level and external data, which will enable strategic decision making and help to solve challenges that arise in international business.'

Class sizes are small; giving students the chance to closely engage with lecturers and guest speakers and assessment is through a series of essays, exams, and a dissertation. By the end of the course you should possess in-depth knowledge of the contemporary concepts and theories relevant to international business and have the self-confidence, integrity, and enthusiasm to succeed in the international business context.

Birkbeck has a successful track record of delivering programmes in this area, enhanced by its strategic location in London, the heart of international business in the UK. The institution offers three taught postgraduate courses in international business: MSc International Business, MSc International Business and Development and MSc International Management.

'Graduates of these programmes possess a critical research-based knowledge and have expertise in a broad range of key issues at postgraduate level,' says Dr Tolentino. Course modules include:

- business environment: international and comparative perspectives;
- development policy;
- international business ethics;
- international business: theories and issues;
- international human resources management and comparative employment relations;
- international marketing.

Search for [postgraduate courses in international business](#).

Advertisement

What do graduates do?

Postgraduate study in international business can facilitate the entry or the advancement of careers in areas such as accounting, finance, HR and marketing.

Possible professions include:

- accounting or finance executive;
- [corporate investment banker](#);



- human resources officer;
- management consultant;
- marketing executive;
- purchasing or supply chain manager.

'Graduates of the Birkbeck programme stand out to employers because they hold a broad range of subject specific, intellectual, practical, personal and social skills and competencies to analyse international business management issues critically and to design and implement international business strategy and policy,' explains Dr Tolentino.

'Our graduates also pursue careers in positions of responsibility in governments and multilateral organisations or alternatively take on research leading to higher degrees.'

Successful graduates of the International Business MSc at QUB have gone on to work in Australia, China, Germany and South Korea.

'Immediately after graduation students take graduate jobs as assistants, trainees or PhD candidates. After two or three years graduates can progress to consultant, senior associate, research analyst and line manager positions,' adds Dr Vljajic.

'Some of our students have become successful entrepreneurs, while others have followed an academic career path, pursuing a PhD and subsequently taking on university lecturer jobs in international business.'

The essential guide to the sector



[Business, consulting and management digital magazine](#)

Take a look at the latest graduate opportunities, discover how to become a management consultant and find out why you should consider studying international business.



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Programme : **Master in Business Administration**
Course : Business Ethics & Corporate Governance
Semester : III
Session : June – October 2017
Batch : 2016 - 2018
Subject Code : PMB3CRT0216
No. of credits :
Prepared by : Mr. Sajeev C.S.
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CC19- BUSINESS ETHICS & CORPORATE GOVERNANCE

Module I

Introduction - Ethics and morality, Ethics and law, Ethics and ethos, Business Ethics, Concepts, Importance and benefits, Ethical theories, Values and its relevance in Management, Values for Managers, Ethics in Business and Indian Value system, Various approaches to ethics-Indian examples.

Module II

Ethical Corporate Behaviour, its Development, Ethical leadership with examples, Ethical Decision Making, Work ethics: nature and scope, Ethical issues at workplace, Ethics and cultural issues, Environmental Ethics, Ethical dilemma, ethical displacement.

Module III

Ethics in Functional Areas: Operations, Marketing, Finance, HR & I. Technology, Recent challenges in ethics, Ethics in different countries.

Module IV

Corporate Governance, Corporate Governance initiatives in India and abroad. Corporate Governance failures with examples, General ethical issues and the court verdicts in the domain of business ethics, obligation to stakeholders.

Module V

CSR and its significance in Business, social audit - Ethical Issues-Corruption, - whistle blowing-competition-privacy-trade secrets, IP rights, Harassment & Discrimination.

References

1. Manisha Paliwal, *Business Ethics* New age International press, New Delhi.
2. Patyrick J. A. & Quinn J. F. *Management Ethics*, Response Publishing, New Delhi.
3. Sherlekar, *Ethics in Management*, Himalaya Publishing, New Delhi.

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course code: CC19

Faculty: SAJEEV.C.S.



Course Description: The objective of the course is to make students aware of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business, to understand the principles of corporate governance, to know the social responsibility of the corporate.

Course Objectives:

- By the end of the course, students are expected to be able to:
- Explain the meaning of business ethics
- Explain corporate governance
- Identify the importance of corporate governance
- Apply morality to reality.
- Apply effective corporate governance and instill confidence and trust in various companies and markets.

EVALUATION STRATEGY

Internal evaluation will be based on the following factors.

Participant's attendance (5)

Active class participation (5)

Assignments (10)

Internal seminars/role plays/presentations/Quiz (5)

Continuous evaluation tests (10)



	Topics	Hrs	Description
Module I - Business Ethics and Corporate Governance – Mathew Illathuparambil			
1-2	Introduction	2	
	Ethics and morality,		Chap 1. Section IV
	Ethics and law		Chap 1. Section IV
	Ethics and ethos		Chap 1. Section IV
	Business Ethics, Concepts, Importance and benefits,	1	Chap 1. Section V
	Ethical theories, Values and its relevance in Management,	2	Chap 1. Section V
	Values for Managers,	1	Chap 1. Section II

	Ethics in Business and Indian Value system,	1	Chapter 2 Section IV
	Various approaches to ethics - Indian examples.	1	TATA EXAMPLE
	Module II		
	Ethical Corporate Behaviour, its Development,	2	Ch.3
	Ethical leadership with examples,		Ch.3 Section IV
	Ethical Decision Making,		Ch.3 Section III
	Work ethics: nature and scope,		Ch.4 Section I
	Ethical issues at workplace,		Ch.4 Section II
	Ethics and cultural issues,	2	
	Environmental Ethics,	1	Ch.4 Section III
	Ethical dilemma,	1	Ch.3 Section V
	Ethical displacement	2	Ch.3 Section VI
	Module III		
17	Ethics in Functional Areas: Operations, Marketing, Finance, HR & I. Technology,	1	Ch.5
18	Recent challenges in ethics	2	
19	Ethics in different countries.	2	
24	Module IV	2	
25	Corporate Governance, Corporate Governance initiatives in India and abroad. Corporate Governance failures with examples, General ethical issues and the court verdicts in the domain of business ethics, obligation to stakeholders.	1	
	Module V		
	CSR and its significance in Business, social audit -		
	Ethical Issues-Corruption, -		
	whistle blowing-		
	competition-privacy-trade secrets, IP rights,		
	Harassment & Discrimination		

References

Prescribed texts (PT)

1. Manisha Paliwal, *Business Ethics* Newage International press. New Delhi.
2. Patyrick J. A. & Quinn J. F. *Management Ethics*, Response Publishing, New Delhi.
3. Sherlekar, *Ethics in Management*, Himalaya Publishing, New Delhi.

Reference texts (RT)

- RT1 -
RT2 -
RT3 -

Cases: All cases in Prescribed Textbooks with presentations on.



Module I Case 1: PT2, Module II Case 1: PT1, Module III Case 15: PT1,
Module IV Case 17: PT1, Module V Case 8: PT2

Assignments from every module: The students will be asked to keep a book for the same.

1.

***If the unit and IAT tests are not taken the student should answer all the question papers and submit it in a note book.

PROJECT

1. Ethical theories and Approaches – Modern Decision making – Ethical Models for Decision Making.
2. Marketing Ethics: Marketing ethics – advertising ethics – ethics in business competition.
3. Ethical Aspects in HRM: Ethics in Selection – Training and Development – Ethics at work place – Ethics in performance appraisal.
4. Ethics in Finance: Insider trading – ethical investment – combating Frauds.
5. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber crime.
6. Corporate Governance: Purpose – Theories and Philosophies of Corporate Governance.
7. Corporate Governance Structures and Processes: Directors – committees – Institutional investors – Auditors.
8. Corporate Social Responsibility: Stakeholders – Environment – social Development.



References:

- Business Ethics -An Indian perspective, Fernando, Pearson Education, 2009 · —Perspectives in Business Ethics||, Laura P Hartman, 2nd ed. Tata McGraw Hill. · Bob Tricker, Corporate Governance, Oxford, 2009
- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI · Business Ethics -Concepts and Cases, Weiss,Cengage, 2009
- Business Ethics, Himalaya, C.S.V.Murthy, 2008

- Ethical Management, Satish Modh, Mcmillan, 2005
- The Theory and practice of Managerial Ethics, Jayashree sadri, Dastoor, Jaico,2008.

Postgraduate Course

The course aims to develop an understanding of the underlying concepts of Corporate Governance, business ethics and CSR which are relevant to the contemporary business environment. It is designed to foster candidates' understanding of the ethical influences on economic, financial, managerial and environmental aspects of business. The course further aims to develop a candidate's ability to critically analyse ethical issues in business. This course reviews different regulatory processes essential to the understanding of the principles of corporate governance in Australia.



ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : Business Process Re-engineering
Semester : III
Session : June – October 2017
Batch : 2016 - 2018
Subject Code : PMS3CST0116
No. of credits :
Prepared by : Ms. Indu George
Email : indu@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9496119591

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Business Process Reengineering

Course Code: IPMS3CST01

Faculty: Indu George

COURSE OBJECTIVES:

- To make the students understand the basic principles for analysing and improving business methods, procedures and systems in the business organizations
- To help the students to understand the principles of Business Process Re-engineering and the importance of each of the BPR phases
- To make the students understand the wide range of tools and techniques that are available to support a BPR project and be able select appropriate tools and techniques to gain the best results

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5 marks), active class participation(5 marks), assignments(10 marks), Internal seminars/roleplays/presentations/Quiz(5 marks) ,Corporate report(5 marks) and continuous evaluation tests(10 marks)

The following parameters may also be included for internal assessment subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

SYLLABUS

BUSINESS PROCESS REENGINEERING



Module I

Conceptual Foundation of Business Process Re-engineering; Role of information Technology in BPR; Nature, significance and rationale of business process reengineering (BPR).

Module II

Major Issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes; Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

Module III

Process identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking; Business Process Improvement, Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.

Module IV

Typical BPR activities within phases: Change management, Performance management, and programme management.

Module V

BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. Man Management for BPR Implementation; Re-organizing People and Managing Change.

Text book

1. R.Srinivasan, **Business Process Reengineering**, Tata Mcgraw Hill

References

1. R.Radhakrishnan and S.Balasubramanian, **Business Process Reengineering: Text & Cases**, PHI.
2. Jayaraman, M.S., **Business Process Re-engineering**, Tata Mcgraw Hill
3. Michael Hammer, James Champy, **Reengineering the Corporation: A Manifesto For Business Revolution**, Harper Collins Publishers.
4. Carr, D. K. and Johanson, H. J., **Best Practices in Re-engineering**, New York, McGraw Hill.
5. Coulson Thomas, C., **Business Process Re-engineering: Myth & Reality**, London, Kogan Page.

Faculty Details

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Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report includes :

- 1. A report on a company where BPR is implemented**



TEACHING SCHEDULE

Topics	Hr s	Description
Module1: Introduction		
1 Conceptual Foundation of BPR	2	-Concept of BPR- -Evolution of BPR - Definition of Business process, Reengineering, BPR -Success & Failures in reengineering
2 Role of information Technology in BPR	3	-BPR & IT -IT as an Enabler -Contribution of IT in BPR - Future role of IT in BPR
3 Nature of BPR	2	-Characteristics of BPR - BPR Principles -Need of Re-engineering
4 Significance and rationale of BPR	2	-Rationale for initiating BPR
Module 2: Process Design		
Major Issues in process redesign	2	-Concept of Process Design, Process Redesign - Different problems in Process Redesign
Business vision and process objectives, Processes to be redesigned, Measuring existing processes, Process Improvement and Process Redesign	1	-Davenport's five step approach to re-engineering business process
	2	-Discussion of the concept- Steps 1 & 2
	2	-Steps 3 & 4
	1	-Step 5
BPR Experiences in Indian Industry	2	-Discussion of Cases
BPR phases	1	- Different Methodologies(4 types)



		2	-BPR -The Different Phases 1. Beginning Org.Change 2. Building the re-engineering organization 3. Identifying BPR Opportunities 4. Understanding the existing process 5. Reengineering the process 6. Blueprint the new business system 7. Perform the transformation
	Relationship between BPR phases	2	-Comparison between the different methodologies - Relationship between the different phases

Module 3: Business Process Improvement

Process identification and Mapping	2
Role/Activity Diagrams	2
Process Visioning and Benchmarking	2
Business Process Improvement	3
Designing and building a prototype of the new process	2

Module 4: BPR within Phases

Typical BPR activities within phases: - - Change management - Performance management - Programme management	8
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Module 5: BPR and Continuous Improvement

Co-ordination and complementary efforts	2
IT capabilities and their organizational impacts	3
Implementation of BPR	2
Stages of implementation and critical aspects	2
Case studies on BPR	2
Man Management for BPR Implementation	2
Re-organizing People and Managing Change	2
	60



ALBERTIAN INSTITUTE OF MANAGEMENT

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Ernakulam

Programme : **Master in Business Administration**
Course : Digital Marketing
Semester : III
Session : June – October 2017
Batch : 2016 - 2018
Subject Code : PMM3CST0316
No. of credits :
Prepared by : Ms. Sangeetha J
Email : sangeetha@aim.edu.in,
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9496229584

Approved By


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Web : www.aim.edu.in



Digital Marketing

Course Code: PMM3CST03

Faculty: Sangeetha J

COURSE OBJECTIVES:

- To make the students a deeper understanding about the best practices in Digital Marketing.
- To provide students with the skills that will help them understand and manage various digital marketing tactics as per the integrated strategies.
- To help students understand digital marketing methods from a variety of perspectives—as analysts, consumers, and entrepreneurs.

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role plays/presentations/Quiz(5), Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

SYLLABUS

Module I

Principles and Drivers of New Marketing Environment - Digital Media Industry - Reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern



Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix - Mobile Marketing - Digital Signage.

Module II

Purchase Behavior of Consumers in Digital Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior -Website Designing - Website Content - Forms of Search Engines - Working of Search Engines - Revenue Models in Search Engine Positioning - SEO - Display Advertising - Trends.

Module III

Product Attributes and Web Marketing Implications - Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics - Time-based Online Pricing - Personalized Pricing - Bundle Pricing.

Module IV

Internet Enabled Retailing - Turning Experience Goods into Search Goods -Personalization through Mass Customization - Choice Assistance - Personalized Messaging - Selling through Online Intermediaries - Direct to Customer Interaction - Online Channel Design for B2C and B2B Marketing.

Module V

Integrating Online Communication into IMC Process - Online Advertising - Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer - Led Marketing Campaigns- Legal and Ethical aspects related to Digital Marketing.

Text book

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA

References

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business,
Butterworth Heinemann, USA
2. Strauss Judy, E-Marketing, Prentice Hall, India

Faculty Details

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Assignments

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report includes :

1. Communication Hierarchy
2. Communication Flow
3. Public Relations Methods



TEACHING SCHEDULE

Topics	Hours	Description
Module1: Introduction to Digital Marketing		
Principles and Drivers of New Marketing Environment	1	Meaning of Marketing, Principles of Marketing
Digital Media Industry	1	Introduction to Digital Media, Reaching Audience Through various Digital Channels
Traditional and Digital Marketing	1	Comparison between Traditional and Digital Marketing
Introduction to Online Marketing Environment	2	Introduction to Online Marketing, different methods of online Marketing, Benefits of online marketing
Dotcom Evolution	1	e-definitions (e-Commerce, e-business, e-marketing, m-commerce, m-marketing), online Relationships
Integrating E-Business to an Existing Business Model	2	e-business models- Revenue Models, Intermediary, Attribution, communication, consumer information processing models etc
Online Marketing Mix	2	The 4Ps in E-Marketing, Additional 3Ps in E-Marketing of Services, The 2P+2C+3S Formula in E-Marketing
Mobile Marketing	1	Introduction to mobile marketing, Pros and Cons of Mobile Marketing
Digital Signage	1	Digital Contents, Personalised digital contents, Applications of Digital Signage
Module2: Buying Behavior of Consumers in Digital Marketing		
Purchase Behavior of Consumers in Digital Marketing Format	2	Consumer Buying decision Process, Factors influencing Online buyer behavior of customers
Online Customer Expectations	1	Consumers and their online shopping expectations
Online B2C Buying Process	2	Online Buying Process- Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Purchase, Post-Purchase Evaluation
Online B2B Buying Behavior	1	Factors influencing B2B buying behavior of customers
Web site designing	2	Steps involved in Web site Design & Development Process

Web Content	1	Features of Web content
Forms of Search Engines	1	Types of Search Engines, Working of Search Engines
Revenue Models in Search Engine Positioning	2	Different types of revenue models
SEO	2	Search Engine Optimization, Search Engine Rank, two ways of optimization, SEO techniques
Web Analytics.	2	Web Analytics, Data Sources, Tools for Web analytics,
Module 3: Online Pricing		
Product Attributes and Web Marketing Implications	1	Product attributes- tangible and intangible attributes
Augmented Product Concept	1	Product Levels, Facilities and services provided to augment the product in the market
Customizing the Offering	1	Product Customization
Online Branding	1	Purpose of online branding, benefits of online branding
Internet Pricing Influences	1	Influence of the Internet on pricing products
Online Pricing Strategies- Various Steps	1	Various Steps involved in e-Commerce Pricing Strategy
Time-based Online Pricing	1	Dynamic Pricing, Strategies in Dynamic Pricing
Personalized Pricing	1	Personalized Pricing and implementation issues
Bundle Pricing	1	Bundle pricing , Characteristics of bundle pricing
Module 4: Online Retailing		
Internet Enabled Retailing	2	Online Retailing, benefits of online retailing, Strategies in e-retailing
Personalization through Mass Customization	1	Personalization and customization in digital marketing
Personalized Messaging in digital marketing	1	Various technologies used for Personalized Messaging, Strategies and benefits of Personalized Messaging
Online Consumer Behaviour model	1	Key Factors Influencing Online Consumer Behaviour, Online Consumer Behaviour model
B2B and B2C Marketing	2	Comparison between B2B and B2C marketing.
Module 5: Integrated Online Marketing Communication		
Integrating Online Communication into IMC Process	2	Introduction to Integrated Marketing Communications, Characteristics of IMC, objectives and measurement for interactive Marketing

		Communications
Online Advertising	1	Types of Online Advertising
Email Marketing	2	Components of email marketing, Measuring the performance of email marketing, Drawbacks of email marketing,
Viral Marketing	2	Characteristics of Viral Marketing, key principles of Viral Marketing, Viral Marketing strategies and tactics
Affiliate Marketing	2	Online affiliate marketing, different types of affiliates, Importance of affiliate marketing
Participatory Communication Networks	1	Different types of Participation, benefits of Participatory Communication Networks
Social Media Communities	1	Difference Between Social Media and Community Management
Consumer Engagement	1	Activities and Strategies in Consumer Engagement
Co-Created Content Management	1	Content Management System, Process of Content Management
Interactive Digital Networks	1	Benefits of Interactive Digital Networks
Customer-Led Marketing	1	The Importance of Integrating Consumer-Led Marketing, Customer-Led Marketing challenges
Legal and Ethical aspects related to Digital Marketing	1	Legal and Ethical aspects related to Digital Marketing
	60	



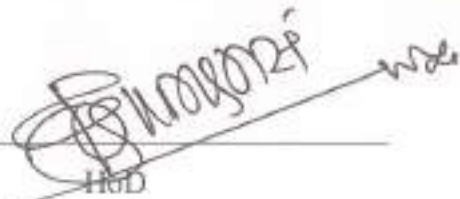
ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : Marketing Research
Semester : III
Session : June – October 2017
Batch : 2016 - 2018
Subject Code : PMM3CST0116
No. of credits :
Prepared by : Dr. Shiny C.M.
Email : shiny@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9446345377

Approved By


HoD



Principal

Albertian Institute of Management
Banerji Road
Ernakulam
Kochi 682018

Tel : +91-484-2355844 / 45
Web : www.aim.edu.in



MARKETING RESEARCH

Course Code: MM06

Course Objectives

1. To introduce concepts of Marketing Research to the students
2. To provide participants tools and techniques to be used in the research process
3. To introduce SPSS to students
4. To give insights into the career opportunities available in marketing research

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/roleplays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

SYLLABUS

Module 1: Introduction, Definition, Need, Relevance and Scope of Marketing Research, Types of Research - Qualitative and Quantitative Research, Steps in Research Proposal, Limitations – Cost & Time Constraints, Industrial Versus Consumer Marketing Research, Ethical Issues in Marketing Research. Marketing Research Organizations in India, Role of Information in Marketing Research, Use of Internet in Marketing Research.



Module II: Marketing Research Process, Research Problem Identification, Research Objectives, Literature Review, Identification of Variables, Hypothesis Formulation, Research Design.

Module III: Sources of Data, Population and Sampling Frame, Sampling Concepts and Methods, Units of Study, Measurement Scales, Methods of Data Collection, Data Collection Tools, Questionnaire Design, Interview Techniques, Survey Methods.

Module IV: Coding and Tabulation of Data, Data Presentation, Data Analysis Techniques, Hypothesis Testing, Application of Software Packages for Data Analysis, Report Writing and Report Presentation: Steps in Report Writing, Documentation and Referencing, Interpretation of MR Reports. Case Studies in Marketing Research.

Module V: Applications of Marketing Research in Business: Market Segmentation Studies, Market Potential Studies, New Product Research, Brand Positioning Research, Brand Perception Research, Brand Equity Research, Advertising Research, Consumer Behaviour Research, Pricing Research, Distribution Effectiveness Studies, Effectiveness of Promotions, Customer Satisfaction and Perception Studies.

References

1. G.C.Beri, *Market Research*, Pearson Education, New Delhi.
2. Naresh K. Malhotra, *Marketing Research: An Applied Orientation*, TMH, New Delhi.
3. Cooper & Schindler, *Marketing Research, Concept & Cases*, Tata McGraw Hill, India

Faculty Details

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Website :www.aim.edu.in
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Mobile :09446345377

Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report includes

1. Consumer survey



Teaching plan

	Topics	Hours	Description
1	Module 1: Introduction, Definition, Need, Relevance and Scope of Marketing Research, Types of Research - Qualitative and Quantitative Research, Steps in Research Proposal, Limitations – Cost & Time Constraints, Industrial Versus Consumer Marketing Research, Ethical Issues in Marketing Research. Marketing Research Organizations in India, Role of Information in Marketing Research, Use of Internet in Marketing Research.	1	MR Introduction
		2	Relevance and Scope of Marketing Research
		3	Types of Research - Qualitative and Quantitative Research
		4	Qualitative and quantitative research
		5	Steps in Research Proposal
		6	Limitations – Cost & Time Constraints
		7	Industrial Versus Consumer Marketing Research
		8	Ethical Issues in Marketing Research
		9	Marketing Research Organizations in India
		10	Role of Information in Marketing Research
		11	Use of Internet in Marketing Research.
2	Module II: Marketing Research Process, Research Problem Identification, Research Objectives, Literature Review, Identification of Variables, Hypothesis Formulation, Research Design.	12	Marketing Research Process
		13	Research Problem Identification
		14	Research Objectives
		15	Literature Review
		16	Identification of Variables
		17	Hypothesis Formulation
		18	Research Design
		19	Exploratory research
		20	Descriptive research
		21	Causal research
3	Module III: Sources of Data, Population and Sampling Frame, Sampling Concepts and Methods, Units of Study, Measurement Scales, Methods of Data Collection, Data Collection Tools, Questionnaire Design, Interview Techniques, Survey Methods.	22	Sources of Data
		23	Population and Sampling Frame
		24	Sampling Concepts
		25	Sampling methods
		26	Units of Study
		27	Measurement Scales
		28	Methods of DataCollection

		29	Data Collection Tools
		30	Questionnaire Design
		31	Interview Techniques
		32	Survey Methods
4	Module IV: Coding and Tabulation of Data, Data Presentation, Data Analysis Techniques, Hypothesis Testing, Application of Software Packages for Data Analysis, Report Writing and Report Presentation: Steps in Report Writing, Documentation and Referencing, Interpretation of MR Reports. Case Studies in Marketing Research.	33	Coding and Tabulation of Data
		34	Data Presentation
		35	Data Analysis Techniques
		36	Data Analysis Techniques
		37	Hypothesis Testing
		38	Hypothesis testing
		39	Application of Software Packages for Data Analysis
		40	SPSS
		41	Report Writing and Report Presentation
		42	Steps in Report Writing,
		43	Documentation and Referencing
		44	Interpretation of MR Reports
		45	Case studies in marketing research
		47	Case studies in marketing research
5	Module V: Applications of Marketing Research in Business: Market Segmentation Studies, Market Potential Studies, New Product Research, Brand Positioning Research, Brand Perception Research, Brand Equity Research, Advertising Research, Consumer Behaviour Research, Pricing Research, Distribution Effectiveness Studies, Effectiveness of Promotions, Customer Satisfaction and Perception Studies.	48	Applications of Marketing Research in Business
		49	Market Segmentation Studies,
		50	Market Potential Studies
		51	New Product Research
		52	Brand Positioning Research
		53	Brand Perception Research
		54	Brand Equity Research
		55	Advertising Research
		56	Consumer Behaviour Research
		57	Pricing Research
		58	Distribution Effectiveness Studies
		59	Effectiveness of Promotions
		60	Customer

			Satisfaction and Perception Studies.

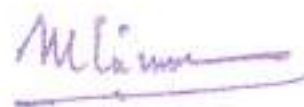


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Enterprise resource planning
Semester : III
Session : June - November 2017
Batch : 2016 - 2018
Subject Code : PMS3CST03
No. of credits :
Prepared by : **Dr. Jose William**
Email : josewilliam@gmail.com
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Principal

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ENTERPRISE RESOURCE PLANNING

Course Code: PMS3CST03

Faculty: Dr. Jose William

The subject intends to understand how Enterprise Resource Planning software is used to optimize business processes. To grasp the activities of ERP project management cycle To understand the emerging trends in ERP developments

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

1. Students would be able to understand and apply the Fundamental technology behind enterprise systems
2. Students will be able to critically evaluate the various ERP Functional Module, Integration of ERP, Supply Chain and CRM
3. Students would be able to analyze the ERP Implementation process

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5),Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

SYLLABUS**Module 1**

Introduction: Overview of enterprise systems – Evolution - Risks and benefits – Fundamental technology - Issues to be consider in planning, design and implementation of cross functional integrated ERP systems.

Module 2

ERP Solutions and Functional Modules; Information Systems – Overview of ERP software solutions - Small, medium and large enterprise vendor solutions - ERP Functional modules, BPR and best business practices - Business process Management.

Module 3

ERP Implementation: Planning, Evaluation and selection of ERP systems - implementation life cycle - ERP implementation - Methodology and Frame work - Training - Data Migration. People Organization in implementation-Consultants, Vendors and Employees.

Module 4

Post Implementation: Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation.

Module 5

Emerging Trends on ERP: Extended ERP systems and ERP add-ons -CRM, SCM. Business analytics - Future trends in ERP systems-web enabled - Wireless technologies, cloud computing.

Recommended Books:

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2008.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008
3. MahadeoJaiswal and Ganesh Vanapalli, ERP, Macmillan India, 2009
4. Mary Sumner, ERP, Pearson Education, 2008
5. Rajesh Ray , Enterprise Resource Planning, Tata McGraw-Hill, 2011
6. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012
7. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2006



Faculty Details

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Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include major players in the ERP software area and market report.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class). Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. IEEE Transactions on Industrial Informatics
2. Information Sciences
3. Knowledge-Based Systems
4. Information Fusion
5. Expert Systems with Applications
6. IEEE Transactions on Big Data

8. Information and Software Technology
9. Information Processing and Management
10. MIS Quarterly: Management Information Systems
11. Journal of Management Information Systems
12. Data Mining and Knowledge Discovery

Websites

1. www.tutorialspoint.com
2. www.citcops.com/
3. www.KhanAcademy.com
4. www.Udacity.com
5. www.EnvatoTuts+.com
6. www.Study.com.com

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Session plan

Topics	Hours	Description
1 Module 1 Introduction: Overview of enterprise systems – Evolution - Risks and benefits –Fundamental technology - Issues to be consider in planning, design and implementation of cross functional integrated ERP systems.	1	Introduction: Overview of enterprise systems
	2	Introduction: Overview of enterprise systems
	3	Evolution
	4	Risks and benefits
	5	Fundamental technology

		6	Issues to be consider in planning
		7	Design and implementation of cross functional integrated ERP systems.
		8	Test
2	Module 2 ERP Solutions and Functional Modules: Information Systems – Overview of ERP software solutions - Small, medium and large enterprise vendor solutions - ERP Functional modules, BPR and best business practices - Business process Management.	9	ERP Solutions and Functional Modules
		10	ERP Solutions and Functional Modules
		11	Information Systems
		12	Overview of ERP software solutions
		13	Small, medium and large enterprise vendor solutions
		14	Small, medium and large enterprise vendor solutions
		15	ERP Functional modules,
		16	ERP Functional modules,
		17	ERP Functional modules,
		18	BPR and best business practices
		19	BPR and best business practices
		20	Business process Management.
		21	Business process Management.
		22	Case Analysis
		23	Test
3	Module 3 ERP Implementation: Planning, Evaluation and selection of ERP systems - implementation life cycle - ERP implementation - Methodology and Frame work - Training - Data Migration. People Organization in	24	ERP Implementation: Planning
		25	Evaluation and selection of ERP systems
		26	- implementation life cycle
		27	ERP implementation - Methodology and Frame work
		28	Training
		29	Data Migration
		30	People Organization in implementation

	implementation-Consultants, Vendors and Employees.	31	Consultants, Vendors and Employees.
4	Module 4 Post Implementation: Maintenance of ERP - Organizational and Industrial impact; Success and Failure factors of ERP Implementation.	32	Post Implementation:
		33	Maintenance of ERP
		34	Organizational and Industrial impact
		35	Success and Failure factors of ERP Implementation.
		36	Success and Failure factors of ERP Implementation.
		37	Success and Failure factors of ERP Implementation.
5	Module 5 Emerging Trends on ERP: Extended ERP systems and ERP add-ons -CRM, SCM. Business analytics - Future trends in ERP systems-web enabled - Wireless technologies, cloud computing.	38	Emerging Trends on ERP
		39	Extended ERP systems and ERP add-ons
		40	Extended ERP systems and ERP add-ons
		41	Future trends in ERP systems-web enabled
		42	Wireless technologies
		43	cloud computing.




ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : **System Analysis & Design**
Semester : **III**
Session : **June - November 2018**
Batch : **2016 - 2018**
Subject Code : **PMS3CST02**
No. of credits :
Prepared by : **Dr. Sangeetha J**
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Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : **9496229584**

Approved By



HoD



Principal

Albertian Institute of Management
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Tel :+91-484-2355844/45
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System Analysis & Design Course Code: PMS3CST02

Introduction

This course is designed to provide a clear insight to students on system analysis and design, which is the foundation of business systems development and implementation.

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

1. Students would be able to understand and apply the various steps in the system development lifecycle Assurance process.
2. Students would be able to compare and contrast between different system developments models according to business requirements.
3. Students will be able to critically evaluate the various structured analysis and design tools
4. Students would be able to describe the Systems Control and Quality

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5), Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

SYLLABUS**Module 1**

Overview of System Analysis and Business modeling; System components, Business profile, business process models, Business Systems Concept; Systems Development Life Cycle; Project Selection; feasibility Study. Impact of internet, web based system development, Guidelines for System development, Roles and responsibilities of a Business Analyst.

Module 2

System analysis: Systems documentation consideration: Principles of Systems Documentation, Types of documentation, Requirement gathering techniques: Interviews, Group, Communication Questionnaires, Presentations & Site Visits, SRS documentation. Tools for Analysis and Design of Business System: modelling, prototyping, CASE tools; Methodologies: Structured analysis, Object oriented analysis, agile methods. System analysis activities, techniques: JAD, RAD, Agile methods. Modelling tools: DFDs, Functional decomposition diagrams, CASE tools, UML; Data and process modelling: DFDs, Data Dictionaries; Process description tools: Decision Analysis; Decision Trees and Tables

Module 3

Business Modeling with UML, Components of UML used in Business Modeling, RUP, DEF, and BPMN 2.0 basics. Object modeling: Object oriented analysis, Object modeling with UML: Class diagram, Object diagram, State chart diagram, Activity diagram, Sequence diagram, Collaboration diagram, Use case diagram, Component diagram, Deployment diagram

Module 4

Output and User interface design: Output design, input design, user interface design, File Design ,Data design concepts, DBMS components, ER diagrams, Documentation Tools ; Testing Techniques Available ; Systems control and Audit trails ; Systems Administration and Training ; Conversion and Operations Plan.

Module 5

Systems Control and Quality Assurance: Hardware and Software Selection , Hardware Acquisition ; Bench marking , Vendor Selection , Operating System Selection , Language Processors. Performance and Acceptance Testing Criteria, Preparing User Manual. Maintenance Activities and Issues.

Recommended Books:

1. Elias M. Awad, System Analysis & Design, Galgotia Publications, India
2. Senn, Analysis & Design of Information Systems, McGraw Hill International.
3. Shelly,Rosenblatt, System Analysis & Design, Cengage Learning, Eighth edition.
4. Hoffer, Modern System Analysis & Design, Pearson Education.
5. Rumbaugh, Jacobson, Booch, UML- Reference Manual, Pearson.

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Assignments/ Case Studies

Topics for the assignments &Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include the selected companies system development and detailed report on problems encountered while designing the system.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. IEEE Transactions on Industrial Informatics
2. Information Sciences
3. Knowledge-Based Systems
4. Information Fusion



5. Expert Systems with Applications
6. IEEE Transactions on Big Data
7. Knowledge and Information Systems
8. Information and Software Technology
9. Information Processing and Management
10. MIS Quarterly: Management Information Systems
11. Journal of Management Information Systems
12. Data Mining and Knowledge Discovery

Websites

1. www.tutorialspoint.com
2. www.citeops.com/
3. www.Khan Academy.com
4. www.Udacity.com
5. www.Envato Tuts+.com
6. www.Study.com.com

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Session plan

Topics	Hours	Description
1 Module 1 Overview of System Analysis and Business modeling; System components, Business profile, business process models, Business Systems Concept; Systems Development Life Cycle; Project Selection; feasibility Study. Impact of internet, web based system development, Guidelines for System development, Roles and responsibilities of a Business Analyst.	1	Overview of System Analysis and Business modelling
	2	System components, Business profile
	3	business process models, Business Systems Concept
	4	Systems Concept; Systems Development Life Cycle
	5	Project Selection; feasibility Study
	6	Impact of internet, web based system development
	7	Guidelines for System development,
	8	, Roles and responsibilities of a Business Analyst.
2 System analysis: Systems documentation consideration: Principles of Systems Documentation, Types of documentation, Requirement gathering techniques: Interviews, Group, Communication Questionnaires, Presentations & Site Visits, SRS documentation. Tools for Analysis and Design of Business System: modelling, prototyping, CASE tools; Methodologies: Structured analysis, Object oriented analysis, agile methods. System analysis activities, techniques: JAD, RAD, Agile methods. Modelling tools:	9	System analysis: Systems documentation consideration
	10	Principles of Systems Documentation
	11	Types of documentation,
	12	Requirement gathering techniques: Interviews, Group, Communication Questionnaires, Presentations & Site Visits, SRS documentation
	13	Tools for Analysis and Design of Business System: modelling, prototyping
	14	, CASE tools; Methodologies: Structured analysis,
	15	Object oriented analysis, agile methods.
	16	System analysis activities,
	17	techniques: JAD, RAD, Agile methods.
	18	Modelling tools: DFDs, Functional


	DFDs, Functional decomposition diagrams, CASE tools, UML; Data and process modelling: DFDs, Data Dictionaries; Process description tools: Decision Analysis; Decision Trees and Tables		decomposition diagrams,
		19	CASE tools, UML
		20	Data and process modelling: DFDs,
		21	DFDs, Data Dictionaries
		22	Process description tools: Decision Analysis;
		23	Decision Trees and Tables
3	Business Modeling with UML, Components of UML used in Business Modeling, RUP, DEF, and BPMN 2.0 basics. Object modeling: Object oriented analysis, Object modeling with UML: Class diagram, Object diagram, State chart diagram, Activity diagram, Sequence diagram, Collaboration diagram, Use case diagram, Component diagram, Deployment diagram	24	Business Modeling with UML
		25	Components of UML used in Business Modeling
		26	RUP, DEF, and BPMN 2.0 basics.
		27	DEF basics
		28	BPMN 2.0 basics
		29	Object modeling: Object oriented analysis
		30	Object modeling with UML: Class diagram,
		31	Object diagram, State chart diagram,
		32	Activity diagram
		33	Sequence diagram, Collaboration diagram, Use case diagram,
		34	Component diagram, Deployment diagram
		35	Test
4	Module 4	36	Output and User interface design: Output design
	Output and User interface design: Output design, input design, user	37	input design, user interface design, File Design
		38	Data design concepts,
		39	DBMS components,

	interface design, File Design ,Data design concepts, DBMS components, ER diagrams, Documentation Tools ; Testing Techniques Available ; Systems control and Audit trails ; Systems Administration and Training ; Conversion and Operations Plan.	40	DBMS components,
		41	ER diagrams
		42	, Documentation Tools
		43	Testing Techniques Available ;
		44	; Systems control and Audit trails
		45	Systems Administration and Training
		46	Conversion and Operations Plan.
5	Module 5 Systems Control and Quality Assurance: Hardware and Software Selection , Hardware Acquisition ; Bench marking , Vendor Selection , Operating System Selection , Language Processors. Performance and Acceptance Testing Criteria, Preparing User Manual. Maintenance Activities and Issues.	47	Systems Control and Quality Assurance
		48	Hardware and Software Selection
		49	Hardware Acquisition
		50	Bench marking
		51	Vendor Selection
		52	Operating System Selection
		53	Language Processors
		54	Performance and Acceptance Testing Criteria,
		55	Preparing User Manual
		56	Maintenance Activities and Issues.
		57	Case Analysis
58	Test		

ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Compensation Management
Semester : III
Session : June – Nov 2017
Batch : 2016 - 2018
Subject Code : PMH3CST01
No. of credits :
Prepared by : C.R. Gopesh
Email : ergopesh@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
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Compensation Management
Course Code: PMH3CST01
Faculty: Mr. C.R.. Gopesh

Introduction

This course makes the Participants aware about Managerial Aspects of Compensation as part of HR functions and creates awareness among the participants about Components of Compensation and Laws related to Compensation and Trends in Compensation

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

Learning Outcomes

1. Students will be able to have the ability to understand and apply the basic concepts of Compensation management and the importance of effective compensation system to gain competitive advantage
2. Students will be able to have the ability to identify different types of incentive schemes and apply inreal life business scenarios
3. Students will be able to design an equitable pay structure for the organization taking into consideration internal and external equity and employee benefits
4. Students will be able to be able to formulate suitable HR policies based on their knowledge of Industrial laws

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)



- Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
- Undertaking/Participating in professional surveys (based on certification)
- Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
- Membership in Professional bodies(only in one semester)
- Prize winners in Management games
- Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Presentations : Students are divided into groups to make presentations on the different labour and welfare laws in HR. This will help the students to improve their overall knowledge, communication skills, attitude and confidence

Assignments: Assignments must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted *via* e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.



Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class). Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

SYLLABUS

- Module I** Compensation: Concept, factors, Base and Supplementary Compensation, Wage and Salary, Wage Components - minimum wage, Fair wage, living wage, Wage Policy in India, Wage differentials, Wage Theories- Market Theories, Human Capital Theories, Bargaining Theories – Social Theories, Economic and Behavioural theories.
- ModuleII** Job Evaluation-nature and importance- methods, Computer aided job evaluation, Internal and external equity- Pay surveys.
- Module III** Pay structure-Types, Broad Banding, Performance Linked Compensation -
Types of Incentives, Bonus, Profit sharing, Gain Sharing, stock options,
Benefits and allowances-types, Executive and shop floor level rewards,
Compensating Expatriates and knowledge workers.
- Module IV** Legal framework of Wage determination Welfare Legislations, Tax Planning, Down sizing, VRS, gratuity, commutation, pension

plans, Machinery for wage fixation – Wage Boards – Pay Commissions – Statutory Wage Fixation.

Module V Total Reward System, Components of pay, Pay structure for startup organisations Pay restructuring in Mergers and Acquisitions, alliances and turnarounds, Board room pay, Compensation management in public, private and emerging sectors, Emerging Issues in Compensation management-Future trends.

Text Book :

1. B D Singh, *Compensation and Reward Management* Excel Books. New Delhi.

References:

1. Michael A. Armstrong and Helen Murlis, *Reward Management: A Handbook of Remuneration Strategy and Practice*, London Kogan Page.
2. Henderson, *Compensation Management in a Knowledge Based World* New Pearson Education, New Delhi.
3. Bhattacharya, *Compensation Management*, Oxford Press.
4. Milkowich, Newman, *Compensation*, Tata Mcgraw Hill, New Delhi.

Faculty Details

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Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include the recruitment methods and training methods followed in the organisation

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Declamations
- Presentations
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. Human resource Management Journal
2. The Journal of Human Resources
3. Journal of Management
4. Industrial Relations
5. Journal of Human Resources
6. Leadership -Quarterly
7. Journal of Organisational Behaviour
8. Organisational Sciences
9. Organisation Behaviour and Human decision Processes
10. Harvard Business Review
11. HRMagazine
12. Workforce Magazine

Websites

1. www.citeHR.com
2. www.ignou.ac.in
3. www.hrzone.com
4. www.study.com

5. www.thehrcapitalist.com
6. www.humanresourcesmba.com
7. www.tutorialspot.com
8. [www. Classcentral.com](http://www.Classcentral.com)
9. www.tutorialspoint.com
10. www.Khan Academy.com
11. www.Udacity.com
12. www.digitahrtech.com

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed.

Topics	Hours	Description	
Module 1 Introduction			
1	Compensation: Concept of Wage & Salary	4	-Components of Total Reward System -Role of transactional & Relational rewards - Dimensions of compensation
2	Factors affecting Compensation	2	External & Internal factors
3	Base and Supplementary Compensation	1	
4	Wage Components	2	
5	Wage Concepts	2	Minimum wage Fair wage Living wage

6	Wage theories	2	Economic theories Behavioural Theories Bargaining Theories
7	Types of Wages:	1	Time rate system Piece rate system
8	Wage differentials	2	
Module 2 Job Evaluation			
9	Methods of Job Evaluation	2	
10	Computer Aided Job Evaluation	1	
11	Concept of Internal Equity & External Equity	2	
12	Pay Surveys	1	
13	Types of Pay Structures	2	
Module 3 Compensation Components			
14	Fringe benefits	1	-Definitions, Objectives, types of fringe benefits
15	Variable Compensation	2	Pay for performance Pay by seniority
16	Types of incentives	2	Individual compensation Team compensation Enterprise wide compensation
17	Gain sharing	2	Scanlon Plan Rucker Plan
18	Profit sharing	1	
19	ESOP	1	
20	Allowances	2	Types
21	Retirement benefits	2	Voluntary Retirement Scheme (VRS)
22	Executive compensation	2	
23	Expatriate compensation	2	Approaches
Module 4 Laws Related to Compensation			
24	Statutory provisions related to wages	2	
25	Social Security Laws	2	
26	Welfare Legislation- Objectives & Scope	2	Payment of Bonus Act Minimum Wages Act Payment of Wages Act Maternity Benefit Act
27	Wage boards	2	
28	Pay on Central & State Governments.	2	
Module 5 Emerging Issues & Trends in Compensation Management			
29	Pay structure for Startup Organizations	2	

30	Pay Restructuring in Mergers and Acquisitions	1	
31	Pay Restructuring in Alliances and Turnarounds	1	
32	Board room pay	2	
33	Compensation Management in public, private and emerging sectors	2	
34	Emerging issues in Compensation Management- Future trends.	2	
		60	



ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : Consumer Behaviour
Semester : III
Session : June – October 2017
Batch : 2016 - 2018
Subject Code : PMM3CST0216
No. of credits :
Prepared by : Mr. C.R. Gopesh
Email : crgopesh@aim.edu.in
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Consumer Behaviour

Course Code: BUS02-
PMM3CST02

Faculty: C.R. Gopesh

COURSE OBJECTIVES:

1. Explain and apply the key terms, definitions, and concepts used in the study of consumer behaviour.
2. Explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior
3. Demonstrate how a marketer can use the knowledge of consumer behaviour concepts to develop better marketing programs and strategies to influence / persuade those behaviors.

EVALUATION STRATEGY

The internal evaluation is based on the participant's attendance, class participation, assignments, seminars and internal assessment and continuous evaluation tests.

SYLLABUS

Module 1: Introduction to Consumer Behaviour:

Nature and Importance of Consumer Behaviour, Application of Consumer Behaviour in Marketing- Factors influencing Consumer Behaviour - Consumer Research Process- Models of CB - Nicosia, Howard & Sheth, Engel-Kollat Blackwell Models - Levels of Consumer Decision Making - EPS, LPS, RRB.

Module II: Individual Determinants of Consumer Behaviour:

Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives. Personality: Nature, Theories, Self concept, Psychographic and Life Style - Perception: Process, Consumer Imagery, Perceived Risk³² Learning: Principles, Theories - Attitude: Structural Model of Attitude, Attitude formation & Change.

Module III: Group Determinants of CB:

Reference Group Influence: Types of Consumer Relevant Groups, Factors affecting Group Influence, Application of Reference Group Concept - Family: Functions of Family, Family Decision Making, Family Life Cycle - Opinion Leadership and Personal Influence - Diffusion of Innovation: Adoption process, Diffusion process.



Module IV: Environmental Influences on CB:

Social Class, Life Style Profile of Social Class Application to CB, Social Class Mobility - Culture: Meaning, Characteristics, Factors affecting Culture, Role of Customs, Values and Beliefs in Consumer Behaviour, Sub-culture: Meaning, Sub-culture Division and Consumption Pattern in India, Types of Sub-cultures, Cross-cultural Consumer Analysis: Similarities and Differences among People, Cross-cultural Marketing Problems in India, Strategies to Overcome Cross-cultural Problems.

Module V: Organisation and Consumers:

Factors Influencing Organisational Buying Behaviour - Consumer and Marketer - Marketing Communication and Persuasion, Developing Persuasive Communication - Market Regulation - Customer Dissatisfactions - Consumer Protection Act.

References

1. David L. Loudon and Albert J Della Bitta, *Consumer Behaviour*, Tata McGraw Hill.
2. Leon G.Schiffman and Leslie Lasar Kanuk, *Consumer Behaviour*, Pearson Education, India.

Faculty Details

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Assignments

Topics for the assignments will be either announced in the class during course or put in the shared folder.



TEACHING SCHEDULE

Topics		Hours	Description
Module1: Introduction to Consumer Behaviour			
1	Intro to Marketing Process	3	Definition of Marketing, Essentials of Marketing, Process of Marketing
2	Consumer Behaviour	2	Definition, Nature, Importance, Application in Marketing
3	Factors influencing Consumer Behaviour	2	Cultural, Social, Personal, Psychological factors
4	Consumer Research Process	2	Steps involved
5	Models of CB	3	Nicosia, Howard & Sheth, Engel-Kollat Blackwell Models
6	Levels of Consumer Decision Making	2	Extensive Problem Solving, Limited Problem Solving and Routinized Response behaviour
Module2: Individual Determinants of Consumer Behaviour			
10	Motivation	3	Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, Theories of Motivation like Maslow's Hierarchy of Needs, A Trio of Needs, Measurement of Motives - Self Reporting, Qualitative Research, Motivational Research
11	Personality	3	The Facets of Personality, Theories of Personality - Freudian Theory, Neo-Freudian Personality Theory, Trait Theory Personality Traits and Consumer Behavior, Product and Brand Personification, The Self and Self-Image , Psychographic and Life Style
12	Perception	3	Process, The Elements of Perception, Consumer Imagery, Perceived Quality,

			Perceived Risk
13	Learning	3	The Elements of Consumer Learning, Theories: Classical Conditioning, Instrumental Conditioning, Observational Learning, Cognitive Learning
14	Attitude	4	Attitudes and Their Formation, The Tri-Component Attitude Model, Multi-Attribute Attitude Models, Changing Consumer Attitude
Module 3: Group Determinants of CB			
23	Reference Groups	3	Reference Group - Meaning, Types of Consumer Relevant Groups, Factors affecting Group Influence, Application of Reference Group
24	Family	3	Concept - Functions of Family, Family Decision Making, Family Life Cycle
25	Opinion Leadership and Personal Influence	2	Meaning, Examples
26	Diffusion of Innovation	2	Meaning, Stages in Customer Adoption process, Diffusion process
Module 4: Environmental Influences on CB			
32	Social Class	2	Life Style Profile of Social Class Application to CB, Social Class Mobility
33	Culture	1	Meaning, Characteristics, Factors affecting Culture
34	Customs, Values and Beliefs	2	Role in CB
35	Sub-culture	3	Meaning, Sub-culture Division and Consumption Pattern in India, Types of Sub-cultures
36	Cross-cultural Consumer Analysis	3	Similarities and Differences among People, Cross-cultural Marketing Problems in India, Strategies to Overcome Cross-cultural Problems

Module 5: Organisation and Consumers

41	Organizational / Business Buying Behaviour	3	Meaning, Stages or Process, Factors Influencing Organizational Buying Behaviour, Buying Roles
42	Marketing Communication and Persuasion	3	Developing Persuasive Communication
43	Market Regulation	3	Market regulations to overcome Customer dissatisfaction, Consumerism & Marketing Ethics, Consumer Protection Act
		60	



ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : **Electronic Commerce & Internet Marketing**
Semester : **III**
Session : **June – October 2017**
Batch : **2016 - 2018**
Subject Code : **PMS3CST0416**
No. of credits :
Prepared by : **Ms. Sangeetha J**
Email : **sangeetha@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **9496229584**

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Tel : +91-484-2355844 / 45

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Electronic Commerce & Internet Marketing

Course Code: PMS3CST04

Faculty: Sangeetha J

COURSE OBJECTIVES:

- To make the students learn about the main concepts related to e-business and e-commerce.
- To understand the basic process of introducing e-business applications into an organization
- To understand the security issues involved in conducting business transactions on the internet and develop dynamic and interactive e-business applications.

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/roleplays/presentations/Quiz(5), Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

SYLLABUS

Module I

Introduction to E-Business: Fundamentals of Information Technology, Emergence of Internet & WWW, Digital economy, Emergence of ECommerce- commerce vs. E-business ,trends driving E-business , Ebusiness framework, Business models, Revenue models, Value chain, Ebusiness technology, software, Indian Scenario.

Module II

Launching online business: Business plan, Funding, Web hosting, content creation management, Website design and construction,



Strategies for web development, 7 Cs framework, web technologies: website and page development tools, Open source tools.

Module III

E-Payment system: Traditional vs. Digital payment systems, Digital Payment requirements, Merchant account, Payment gateway, E-payment methods: Credit cards, E-wallet, Digital Token based E-payment systems, E-Cash, Innovative payment methods, E-loyalty and Reward programmes, E-payment system Design, E-Banking, Main Concerns in Banking.

Module IV

E-Security: Network and website security, Security Technologies, Internet Security Holes, Cryptography, Codes and Cipher, Data Encryption standard, Authentication, PKI, Digital signature, SSL, Firewalls, VPN, Cryptographic applications .E-Commerce Risk Management, Information Security in India, NASSCOM's Flagship Initiatives, Cyber laws in various countries.

Module V

E-Business Application Areas (CRM,ERP,SCM and Selling), Mobile Commerce: Introduction to mobile commerce, Wireless applications, Hand Held Devices, Mobile Computing, Wireless Web, Concepts of WAP.E-Marketing: Browsing behavior model, Internet Marketing Trends, E-Advertising, E-branding, Marketing Strategies, SEO, Location based commerce, Emergence of Web 2.0, Social Media Strategies.

Text book

1. Dave Chaffey, E-Business and E-Commerce Management, Pearson Education, 2012.

References

1. Dave Chaffey, E-Business and E-Commerce Management, Pearson Education, 2012.
2. Kalakota Ravi and M.Robinson, E-Business 2.0: Roadmap for Success, Pearson Education.
3. Efraim Turban et al., E-Commerce, Pearson Education.
4. Joseph P.T., E-commerce An Indian Perspective, PHI

Faculty Details

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Assignments



Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report includes :

1. Communication Hierarchy
2. Communication Flow
3. Public Relations Methods



TEACHING SCHEDULE

Topics	Hours	Description
Module1: Introduction to e-Business		
Introduction of e-Business	1	e-Business Types, Functions of e-Business, Benefits of e-Business
Fundamentals of Information Technology	1	Basic concepts of IT, Data Processing: Data and Information.
Emergence of Internet & WWW	2	Introduction and evolution of internet & www, Components of Web, Working of Web
Digital economy	1	Impact of Digital Economy
Emergence of E-Commerce	2	Introduction of e-Commerce, Features of e-Commerce, Types of e-commerce, Applications of e-commerce
e-Commerce Vs e-Business	1	Comparison between e-commerce and e-business
Trends driving E-business	1	Customer Trends, Service & Products trends, Organizational Trends, Employee Trends, Enterprise Technology Trends, etc
e-Business Framework	2	Framework of e-Business & e-Commerce
Business Models	2	Structure of Business Model, Types of e-Business models
Module2: Web Site Design		
Launching Online business	1	Various steps for launching online business
Business plan	1	Concept of Business Plan, Steps in developing a business plan
Funding	1	Funding in e-Commerce
Web Hosting	2	Various Steps involved in Web Hosting-Hosting Features, Prices, Technical support, Hosting technology.
Content Creation Management	2	Introduction to Content Management, Process of Content Management
Web site Design & Development Process	2	Steps involved in Web site Design & Development Process
Strategies for Web Development	1	Various Strategies for Web Development
7C's Framework	1	7 C's Framework of e-Business- Context, Content, Community

		Customization, Communication, Connection and Commerce
Web Site and Page Development Tools	4	HTML- Basic Tags in HTML, Design a Web Page using HTML
Open Source Tools	1	Various Open Source Tools for Web designing
Module 3: e-Payment Systems		
E-Payment system	1	Introduction to e-payment system
Traditional vs. Digital payment systems	1	Comparison between traditional and digital payment systems, importance of digital payment system
Merchant account, Payment gateway	1	Merchant account in e-Commerce, Merchant Account Vs Payment Gateway
E-payment methods	3	Credit cards, E-wallet, Digital Token based E-payment systems, E-Cash, Innovative payment methods, E-loyalty and Reward programmes, Electronic Cheques etc
E-Banking	2	Introduction to e-Banking, Approaches in e-Banking, E-Banking Devices, Benefits and Drawbacks in e-Banking
Module 4: e-Security		
e-Security	1	Importance of network and website security
Network and website security	1	Various Network and website security methods- Authentication, Firewalls etc.
Security Technologies	3	Cryptography- Types of Cryptography, Data Encryption standard, Digital Signature, Security Standard for Electronic Payment System-SSL, SET etc.
Internet security holes	1	Different types of threats in internet
E-Commerce Risk Management	2	Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm
Information Security in India,	1	NASSCOM's Top 10

NASSCOM's Flagship Initiatives		Transformational Initiatives
Cyber laws in various countries.	1	About Cyber laws and Cyber laws in various countries
Module 5: e-business Application Areas		
E-Business Application Areas (CRM,ERP,SCM and Selling)	3	Various e-Business Application Areas- Customer Relationship Management, Need for CRM, Benefits of CRM, e-CRM vs CRM, Supply Chain Management (SCM), Enterprise Resource Planning (ERP)
Mobile Commerce	2	Introduction to m-Commerce, Components of Mobile Commerce, Applications of m-commerce, various Wireless applications, Hand Held Devices, importance of Mobile Computing
Concepts of WAP	1	Introduction to WAP, importance of WAP
e-marketing	1	Challenges of Traditional Marketing, The scope of E-Marketing, Internet Marketing Techniques
Internet Marketing Trends	1	e-advertising, e-branding
Location based Marketing	1	Growth of Location-based Marketing, Location-based technology, Consumer Marketing Opportunities, Future of Location-based Marketing
SEO	2	Search Engine Optimization, Search Engine Rank, two ways of optimization, SEO techniques
Emergence of Web 2.0	1	Introduction to Web 2.0
Various social media strategies	1	Various strategies in Social media
	60	



ALBERTIAN INSTITUTE OF MANAGEMENT
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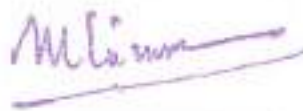
Programme : **Master in Business Administration**
Course : Human Resource Planning
Semester : III
Session : June. – Nov 2017
Batch : 2016 - 2018
Subject Code : PMH3CST03
No. of credits :
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Human Resource Planning

Course Code:PMH3CST03

Faculty: Mr. Nidhin Johny

Introduction

This course provides a learner with fundamental Principles of Human Resource planning and helps a learner to develop specific Skills & Competencies needed by HR professionals to forecast demand and supply of HR personnel as well as help in succession Planning

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

Learning Outcomes

1. The student will be able to understand detailed information on Human Resource Planning, the different approaches to HRP, HRP process and the different methods of human resources planning
2. The student will be able to apply the concepts of job evaluation, job description, job specification, human resource inventory etc.
3. The student will be understand and apply various recruitment and selection processes employed by organizations and the measures to test its validity and reliability
4. The student will be able to critically examine the employment offers and service conditions and its related legal regulatory framework based on he acquired knowledge

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)



Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

- Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
- Undertaking/Participating in professional surveys (based on certification)
- Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
- Membership in Professional bodies(only in one semester)
- Prize winners in Management games
- Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Presentations : Students are divided into groups to make presentations on the different labour and welfare laws in HR. This will help the students to improve their overall knowledge, communication skills, attitude and confidence

Assignments: Assignments must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date

of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted *via* e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

SYLLABUS

- Module I** Human Resource Planning ; Concept and Objectives - HRP at Micro and Macro levels ; HRP and Business plans - Different Approaches - Human Resource Planning Process; Demand and Supply Forecasting ; Different tools and techniques ; Labor wastage – Absenteeism and labor turn over .
- Module II** Job Analysis; Job Descriptions, Job Specification - Human Resource Inventory - Career Management; Career Planning, Career Paths, Career Anchors, Career Development.
- Module III** Recruitment: Recruitment Policy, Approaches, Sources of Recruitment,
- Advertisements, Web Recruitment, The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959. Selection:
- Concept and Process of Selection; Application blank, Weighted Application Blank, Resume, Resume Scanning Psychological Tests

-definition ,Purpose, Characteristics and Developing Psychological Tests, Different Types of Tests – Attitude, Aptitude, Traits, Interpreting Test Results, Reliability and Validity.

Module IV Selection, Interviewing ; Purpose; Types of Interviews ; Interview Techniques; Interviewing skills ; Advantages and Limitations of Interviews; Do's and don'ts of selection Interviewing, Medical Checkups, Reference and back ground check, Choice of selection methods, assessment Centers, Reliability and validity of selection tools,

Module V Employment offers; service conditions, contract of employment, Psychological contract - Induction. Importance, Socializing the new employee, Different types of Socialization. Placement, Probation and Confirmation, Promotion and Transfer; Policies and Procedures, Retraining, Out placements, HR out Sourcing.

Text Book :

1. Gary Desler ,*Human resource management* , PHI.

Reference

1. D K Bhattacharya, *Human Resource Planning* –Excel Books.
2. Anne Anastasi, Susan Urbina ,*Psychological testing* , PHI
3. Michael Armstrong ,Ann Cummins ,Sue Hastings, Willie Wood, *Job Evaluation :A guide to achieving equal pay*, Kogan page, New Delhi.

Faculty Details

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Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include the recruitment methods and training methods followed in the organisation

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Declamations
- Presentations
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. Human resource Management Journal
2. The Journal of Human Resources
3. Journal of Management
4. Industrial Relations
5. Journal of Human Resources
6. Leadership -Quarterly
7. Journal of Organisational Behaviour
8. Organisational Sciences
9. Organisation Behaviour and Human decision Processes
10. Harvard Business Review
11. HRMagazine
12. Workforce Magazine

Websites



1. www.citeHR.com
2. www.ignou.ac.in
3. www.hrzone.com
4. www.study.com
5. www.thehrcapitalist.com
6. www.humanresourcesmba.com
7. www.tutorialspot.com
8. www.Classcentral.com
9. www.tutorialspoint.com
10. www.Khan Academy.com
11. www.Udacity.com
12. www.digitahrtech.com

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed.

Session Plan

Sessions	Topics	Reading/ Application exercise
	Module 1	
1	HRP Planning introduction, Concept of HRP	
2	Definition & Objectives	
3,4	HRP at Micro and Macro levels	
5,6	HRP and Business plans, Different Approaches to HRP	Assignment



7,8	Human Resource Planning – Process & Functions	
9,10	Demand Forecasting –Tools & techniques	
11,12	Supply management- Methods & Techniques	
13,14	Labour management-Turnover, Absenteeism & Wastage	Caselet 1
	Module 1 Test	
	Module 2	
15,16	Job Analysis; Job Descriptions; Job Specification; Job Designing	Presentation
17,18	Human Resource Inventory-HRIS, HR Accounting	Presentation
19,20	Career Management- Career Planning ,Career Paths, Career Anchors , Career Development	Assignment
21	Module 2 Test	
	Mini Project 1	
	Module 3	
22,23	Recruitment Policy , Approaches to Recruitment	
24	Sources of Recruitment	Presentation
25	The Employment Exchange (Compulsory Notification of Vacancies)Act,1959	
26	Selection : Concept and Process of Selection	Presentation
27	Psychological Tests – Definition ,Purpose & Characteristics	Caselet 2
28,29	Different Types of Tests, Developing Tests, Interpreting Test Results, Choice of selection methods, Reliability and Validity of selection tests	Assignment
30	Module 3 Test	
	Module 4	
31,32	Interviews-definition & Purpose & Types of Interviews	
33,34	Interview Techniques, Interview Skills, Do's and don's of selection Interviewing	
35,36	Interviews	Roleplays
37,38	Medical Checkups ,Reference and back ground check, assessment Centers	Assignment
39	Module 4 Test	Caselet 3
	Module 5	
40,41	Employment offers; service conditions ,contract of employment , Psychological contract	

42	Standing Orders ,Industrial Employment(Standing Orders)Act, 1946.	Assignment
43,44	Induction : Importance, inducting the new employee, Different types of induction	Presentation
45,46	Placement, Probation and Confirmation.	
47	Socializing the new employee, Different types of Socialization.	Caselet 4
48	Apprenticeship training , The Apprentices Act 1961.	Assignment
49	Promotion and Transfer-Policies and Procedures, Retraining, Out placements, HR out Sourcing.	
50	Module 5 Test	
51 - 60	Guest Lectures	



ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : Managing of Interpersonal and Group Process
Semester : III
Session : June – October 2017
Batch : 2016 - 2018
Subject Code : PMH3CST0416
No. of credits :
Prepared by : Shiny C.M.
Email : shiny@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9446345377

Approved By


HoD


Principal

Albertian Institute of Management
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MANAGING INTERPERSONAL AND GROUP PROCESSES

Course Code: HRM 05

Course Objectives

1. To provide basic understanding of interpersonal and group processes
2. To sensitize the participants about team building and team work

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/roleplays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

SYLLABUS

Module I

Intrapersonal process- Understanding human behaviour, Self concept, Perception, attention, Distraction, Attitude, Occupational stress, Spill over and coping, Impression management.

Module II

Memory process and types- Intelligence, Intelligence quotient – Emotions; Emotional intelligence, Emotional quotient.



Module III

Interpersonal process – Transactional analysis & Johari window helping process, Practical applications, Interpersonal Communication and feedback, Interpersonal styles.

Module IV

Group and intergroup process- Group formation and group process, Group Dynamics, Group cohesiveness – Team development and team functioning, Conflict collaboration and competition, Sensitivity training.

Module V

Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, organizational effectiveness.

Reference

1. VSP Rao, *Organizational Behaviour*: Excel Books.
2. Stephen.P.Robbins, *Organizational Behaviour*: Prentice Hall.
3. P.G. Aquinas, *Organizational Behaviour: Concepts, Realities, Applications and Challenges*, Excel Books.
4. Clifford T Morgan, Richard A King, John R Weiz, John Schopler, *Introduction to Psychology*; Tata McGraw Hill.

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Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report includes

1. Interpersonal styles
2. Team building exercises



3. Organisational culture, politics

Teaching plan

Topics	Hours	Description
Module I Intrapersonal process- Understanding behaviour, Perception, Distraction, Occupational stress and coping, management. Self concept, attention, Attitude, Spill over and Impression	1	Intrapersonal process
	2	Understanding human behavior- Individual behaviour
	3	Group behaviour
	4	Organisational behaviour
	5	Self Concept-
	6	Personality determinants, self-esteem, self-efficacy, personality traits.,
	7	Perception- meaning, significance,
	8	Perceptual selectivity factors influencing perception
	9	Social perception
	10	Attention,
	11	Distraction
	12	Attitude- concept
	13	Attitude and consistency, cognitive dissonance
	14	Occupational Stress- definition, causes,
	15	Stressors , effects, coping with stress
	16	Spill over and coping
	17	Impression management- the process
	18	strategies used by employees
	19	Case study
2 Module II Memory process and types- Intelligence, Intelligence quotient – Emotions; Emotional intelligence, Emotional quotient.	20	Memory process
	21	Memory - types
	22	Intelligence –types of intelligence
	23	IQ
	24	Emotions
	25	Emotional intelligence
	26	Emotional quotient



	27	Tests of intelligence and emotional quotient
	28	Case study
Module III Interpersonal process – Transactional analysis & Johari window helping process, Practical applications, Interpersonal Communication and feedback, Interpersonal styles.	29	Interpersonal process
	30	Transactional analysis
	31	..
	32	..
	33	Johari window -Helping process
	34	Practical applications
	35	Interpersonal Communication and feedback
	36	..
	37	Interpersonal styles
	38	..
	39	Case study
Module IV Group and intergroup process- Group formation and group process, Group Dynamics, Group cohesiveness – Team development and team functioning, Conflict collaboration and competition, Sensitivity training.	41	Group and intergroup process
	42	Group formation and group process
	43	Group Dynamics
	44	Group cohesiveness
	45	Team development and team functioning
	46	..
	47	Conflict collaboration and competition,
	48	..
	49	Sensitivity training
	50	Case study
Module V Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate	51	Organizational process-
	52	An overview of major concepts on emerging trends-
	53	Power
	54	Politics
	55	Authority
	56	Integration and control



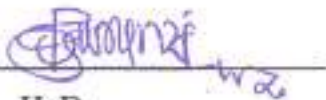
		57	Organizational climate
		58	Organizational culture
	and culture, organizational	59	Organizational effectiveness- ways and approaches
	effectiveness.	60	Case study



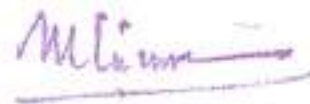
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Financial Derivatives & Risk Management
Semester : III
Session : JUNE- NOVEMBER
Batch : 2016 - 2018
Subject Code : PMF3CST01
No. of credits :
Prepared by : Nidhin Johny
Email : nidhin@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 09995771112

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Principal

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FINANCIAL DERIVATIVES & RISK MANAGEMENT

Course Code: PMF3CST01

Faculty: Mr. Nidhin Johny

Course Objectives

The course defines the main kind of derivatives, shows how they are used to achieve various hedging and speculating objectives, introduces a framework for pricing derivatives, and studies several applications of derivative-pricing techniques outside derivative markets.

1. To Focus on the analysis and risk management of financial derivatives
2. This course will examine the pricing and valuation of financial derivatives
3. To focus on the theory and application of risk management tools

Program Outcomes

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. The students would be able to understand and differentiate between financial derivative instruments
2. The students will be able to critically examine the difference between Forward and futures markets.
3. The students would demonstrate the ability to determine option prices using Black Scholes and Binomial models.



4. The Students will be able to describe the mechanism of swap markets from an international perspective.

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	2	1	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	1	0	2	1
CO 4	2	3	0	3	1	2	1

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment



Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test



Syllabus

Module I Sources and Types of business risk –Implications of business risk-risk perception of individuals and institutions-Alternatives for managing financial risk –diversification –reinsurance –contingency contracts- Derivatives in the Indian Context – Trading infrastructure.

Module II Risk Management using derivatives- Forwards and Futures –Commodity Futures- Financial Derivatives- Stock Futures and Index Futures – Interest Rate Futures – Currency Futures –Designing Futures Contracts – Hedging Positions in Futures.

Module III Stock options – Basic Properties of Options –Stock and Index Options Valuation–Sensitivity of Option Prices - Binomial Option Pricing – Black and Scholes Option Pricing using Black and Scholes Formula-Trading strategies using options –Hedging Positions in Options - Synthetic options and portfolio insurance.

Module IV Interest rate swaps; forward rate agreements and interest rate futures.

Module V Accounting and Administration of Derivatives - Regulation of derivatives activity

Course Reference Support

Journals and Magazines

Journal of Finance

The Review of Financial Studies



Journal of Financial Economics
 Journal of Accounting and Economics
 Journal of Financial and Quantitative Analysis
 Journal of Banking and Finance
 Journal of International Financial Management and Accounting

Websites

The Economic Times
 Moneycontrol
 Business Standard
 Livemint

Instructions

- Students are expected to read the concerned session's topics in advance before coming to the class
- In the case study session all students are expected to prepare their analysis and participate in the case discussions
- All schedules/announcements must be strictly adhered to
- The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan

Topics	Hours	Description
Module1		
1 Risk sources and types	1	
2 Systematic risk and unsystematic risk	1	
3 Implication of business risk for businesses/ individuals	1	



4	Risk management using insurance	1	
5	Risk management using derivatives	1	
6	Other alternatives for managing risk	1	
7	Introduction to the concept of diversification	1	
8	Reinsurance in the insurance sector	1	
9	Reinsurance costs	1	
10	Contingency contracts	1	
11	Problems with contingency contracts	1	
12	Introduction to derivatives	1	
13	Different types of derivatives	1	
14	Derivative trading: Global scenario	1	
15	Derivative trading in India	1	
16	Trading infrastructure and issues	1	
17	Derivatives and recession	1	Case
18	Module 1 test	1	
Module2			
19	Risk management using derivatives: Derivative instruments	1	
20	Forwards and future introduction	2	
21	Commodities futures	1	
22	Stock futures	1	
23	Interest rate and index futures	1	
24	Pricing of futures and forwards	2	
25	Designing futures contracts	1	
26			



1 7	Hedging positions in futures	1	
1 8	Problems on futures pricing	1	
1 9	Module 2 test	1	
Module 3:			
1 8	Stock options	1	
1 9	Binomial option pricing: one step and two step models	2	
2 0	Black Scholes options pricing model and problems	2	
2 1	Trading strategies using options: vertical and horizontal spreads	2	
2 2	Hedging using options	1	
2 3	Synthetic options	2	
2 4	Portfolio insurance	1	
2 5	Module 3 Test	1	
Module 4			
3 0	Introduction to swaps	1	
3 1	Different types of swaps	1	
3 2	Interest rate swaps (swap bank)	1	
3 3	Plain vanilla swap (2 parties)	1	
3 4	Forward rate agreements and their uses	2	
3 5	Interest rate futures problems	2	
3 6	Importance of zero rates	1	



3 8	Module 4 test	1	
Module 5			
3 9	Accounting of Derivatives	1	
4 0	Administration of derivatives	1	
4 1	Derivative trading in India: Dr. L.C. Gupta committee	2	
4 2	Risk containment in Derivative markets in India	2	
4 3	Module 5 Test	1	

I. Text book

1. S.L. Gupta – Financial Derivatives- Theory concepts and problems– PHI Learning Private Limited, New Delhi.

References


1. John C Hull “Fundamentals of Futures and Options Markets,” Pearson, seventh edition.
2. Elton Edwin J and Gruber Martin J, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons,
3. Russel Fuller , Modern Investments and Security Analysis, McGraw Hill.
4. K.K. Dewett – Modern Economic Theory: Micro and Macro Analysis – Orient Book Distributors, New Delhi.



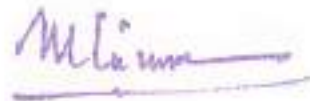
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Insurance Services
Semester : III
Session : JUNE- NOVEMBER
Batch : 2016 - 2018
Subject Code : PMF3CST04
No. of credits :
Prepared by : Nidhin Johny
Email : nidhin@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 09995771112

Approved By



HoD



Principal

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Kochi 682018

Tel : +91-484-2355844 / 45
Web : www.aim.edu.in



INSURANCE SERVICES
Course Code: PMF3CST04
Faculty: Mr. Nidhin Johny

Course Objectives

The Insurance and Risk Management Program prepares students to identify, analyze, and manage risks that are faced by organizations and individuals.

1. To make students learn the basic theories and concepts of Insurance Services
2. To make students learn the intricacies of Insurance Contract and the types of Insurance
3. To make them understand the Financial Statements prepared by the Insurance companies.

Program Outcomes

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. The student will be able to evaluate different types of risk and identify the differences that exist between them
2. The student will be able to connect the various types of risks in business with the appropriate risk management techniques
3. The student will be able to compare and contrast the functions performed by LIC and other insurers.

4. The student will be able to apply the insurance method to design a risk management program for a business

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	2	1	2	1
CO 2	3	3	0	2	0	2	1
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- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test



Syllabus

Module I

Concept of Risk - risk identification and evaluation - risk management techniques - risk avoidance - loss control - risk retention - risk transfer - the nature of insurance - principles of insurance - insurance contract - requirements of insurance contract.

Module II

Life, health and income insurance - types of insurance - life insurance contract provisions - loss of health - health insurance policies - disability income insurance - annuity scheme - pension schemes - structure and characteristics

Module III

Property and liability loss exposure - types of loss exposure - direct and indirect losses - liability damages - civil and criminal law provisions.

Module IV

Accounts of insurance companies - Valuation Balance Sheet - insurance claims - Fire - consequential loss

Module V

i. Market structure of insurance services - functions of insurers - reinsurance - types of insures - channels of distribution of insurance services - regulation of insurance services - IRDA - Role duties and powers - liberalisation of insurance services in India.

References

1. George E.Rejda, Principles of Risk management and insurance , Pearson Education.
2. Harold D.Skipper, W.Jean K.Won - Risk management and insurance - perspectives in global economy, Blackwell publishing.
3. M.N.Misra, S.B.Misra, Insurance principles and practices, S.Chand Publishing, New Delhi



Course Reference Support

Journals and Magazines

Journal of Finance
The Review of Financial Studies
Journal of Financial Economics
Journal of Accounting and Economics
Journal of Financial and Quantitative Analysis
Journal of Banking and Finance
Journal of International Financial Management and Accounting

Websites

The Economic Times
Moneycontrol
Business Standard
Livemint

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan



Topics	Hours	Description
Module1: Concept of Risk		
1 Concept of Risk	1	
2 Risk Identification	1	
3 Risk Evaluation	1	
4 Risk Management Techniques	1	
5 Risk Avoidance	1	
6 Loss Control	1	
7 Risk Retention	1	
8 Risk Transfer	1	
9 Nature of Insurance	1	
1 Introduction to Insurance	1	
0		
1 Principles of Insurance contract	1	
1		
1 Requirements of Insurance contract	1	
2		
1 Requirements of Insurance contract	1	
3		
Module2: Life Health and Income Insurance		
1 Life Insurance	1	
4		
1 Health Insurance	1	
5		
1 Income Insurance	1	
6		
1 Loss of health – health insurance policies	1	
7		
1 Disability income insurance	1	
8		
1 Annuity Scheme	1	
9		
2 Pension Schemes	1	
0		
2 Structure and characteristics of Pension schemes	1	
1		

Module 3: Property and Liability Loss		
2 2	Property and Liability loss	1
2 3	Property and liability loss exposure	2
2 4	Types of loss exposure	1
2 5	Direct and indirect losses	2
2 6	Liability Damages	1
2 7	Civil Law	1
2 8	Criminal Law	1
2 9	Tort Law	1
Module 4: Accounts of Insurance Companies		
3 0	Accounts of Insurance Companies- Overview	2
3 1	Valuation Balance Sheet	1
3 2	Practical problems	1
3 3	Insurance Claims	1
3 4	Fire Insurance Claim	1
3 5	Consequential loss - fire	2
Module 5: Market Structure of Insurance Policies		
3 6	Structure of Insurance Services	1
3 7	Functions of Insurers	2
3 8	Reinsurance	1
3 9	Types of Insurers	2

4 0	Channels of distribution	1	
4 1	Regulation of Insurance services	1	
4 2	IRDA – Role and duties	1	
4 3	Powers of IRDA	1	
4 4	Liberalisation of Insurance services in India	1	
	Total number of hours	50	



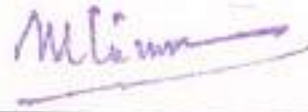
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **INTEGRATED MARKETING COMMUNICATIONS**
Semester : **III**
Session : **June- November**
Batch : **2016 - 2018**
Subject Code : **PMM3CSTO4**
No. of credits :
Prepared by : **Mr. Sajeev CS**
Email : **sajeev@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **9747006070**

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HoD



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Kochi 682018



INTEGRATED MARKETING COMMUNICATIONS

Course Code: PMM3CST0419

Introduction

The course intends to Provide Practical Insights to Participants on Marketing Communications and helps the students to understand the Planning, Implementation, and Evaluation process of Marketing Communication.

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

1. Comprehend and apply the different advertising strategies used in modern marketing
2. Demonstrate personal selling and direct marketing skills for a selected product.
3. Evaluate the effectiveness of a marketing communication strategies for a chosen company
4. Prepare an advertising campaign for a brand



MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√						
CO 2		√					
CO 3				√	√	√	
CO 4		√	√			√	√

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5), Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs over

SYLLABUS**Module 1 Introduction to Integrated Marketing Communications**

Marketing Communication: An Integrated Approach – Characteristics of IMC campaign – Managing IMC Process: Planning an IMC campaign – Process of achieving integration – Integrated Marketing Communication Mix – Organisational approaches and barriers to integration – Value addition through IMC

Module 2 Advertising Strategies in Modern Marketing

Fundamentals of Advertising Campaigns – Brand Positioning through Advertising –

Unique Selling Propositions – Brand Image Creation through Advertising – Types of Media & Advertising – Celebrity Endorsements & Ethics in Advertisement – Pros & Cons of Advertising

Module 3 Sales Promotion Strategies, Direct Marketing & Personal Communication

Consumer Promotion – Elements – Trade Promotion – Objectives & Types – Exhibitions & Event Management – Creating Word of Mouth – Direct Marketing & its integration with IMC – Personal Selling – Database marketing – Managing Big Data – Promotion through Customer Relations

Module 4 Managing Integrated Marketing Communications

Budgeting for Marketing Communication – Objectives of IMC Campaign: Objectives – Corporate objective, Marketing objective, Sales objective, Communication objective – DAGMAR approach – Communication Models – Budgeting for MARCOM - Steps in developing and evaluating effective Marcom – Objectives – Designing a Message – Copywriting – Measuring Communication Effectiveness, Conducting research to measure Communication Effectiveness.

Module 5 Promotional Agencies & Ethics in Promotion

Advertising Agencies – Sales promotion Agencies – PR Firms & Interactive Agencies – Ethics and social responsibility in IMC Campaigns - Impact of technology on MARCOM - Introduction to International marketing communications, Relevance and challenges

Recommended Books:

1. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003. Mitchell, W. M. (2016).
2. Advertising and IMC Principles and Practices. Pearson. Shah, D. (2009).
3. Advertising and Promotions - An IMC approach. Tata Mcgraw Hill. Shimp, A.
4. Advertising, Promotion and other aspects of IMC (9 Ed.). Cengage. Shrimp.
5. Advertising and Promotions - An IMC approach. Cengage Learning. Sirgy, R. (2001).



Faculty Details

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Email : sajeev@aim.edu.in
Mobile : 9747006070

Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include the functional areas and the role of business analytics in it.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. Harvard Business Review
2. Business Insider



3. Ogilvy & Mather
4. Ad Age
5. Marketing Land
6. PR Week
7. Duct Tape Marketing
8. Brand Week
9. Communication Arts
10. Media Week
11. Creative Review
12. Marketing Magazin
13. The Marketer
14. Media Week
15. Business Today

Websites

1. www.tutorialspoint.com
2. www.citeops.com/
3. www.KhanAcademy.com
4. www.Udacity.com
5. www.EnvatoTuts+.com
6. www.Study.com.com

Instructions

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Department of Business Administration St. Albert's College(Autonomous), Ernakulam



- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Teaching plan

Topics	Hours	Description
1 Module 1 Marketing Communication: An Integrated Approach – Characteristics of IMC campaign – Managing IMC Process: Planning an IMC campaign – Process of achieving integration – Integrated Marketing Communication Mix – Organisational approaches and barriers to integration – Value addition through IMC	1	Introduction: IMC
	2	Characteristics of IMC campaign
	2	Managing IMC Process
	4	Planning an IMC campaign
	5	Process of achieving integration
	6	Integrated Marketing Communication Mix
	7	Organisational approaches and barriers to integration
	8	Value addition through IMC
2 Module 2 Fundamentals of Advertising Campaigns – Brand Positioning through Advertising – Unique Selling Propositions – Brand Image Creation through Advertising – Types of Media & Advertising – Celebrity Endorsements & Ethics in Advertisement – Pros & Cons of Advertising	9	Fundamentals of Advertising Campaigns
	10	Brand Positioning through Advertising
	11	Unique Selling Propositions
	12	Brand Image Creation through Advertising
	13	Types of Media & Advertising.
	14	Types of Media & Advertising.
	15	Types of Media & Advertising.
	16	Types of Media & Advertising.
	17	Celebrity Endorsements
18	Pros & Cons of Advertising	
3 Module 3 Consumer Promotion – Elements – Trade Promotion – Objectives & Types	19	Consumer Promotion
	20	Consumer Promotion
	21	Trade Promotion



	– Exhibitions & Event Management – Creating Word of Mouth –Direct Marketing & its integration with IMC – Personal Selling – Database marketing – Managing Big Data – Promotion through Customer Relations	22	Objectives & Types of Trade Promotion
		23	Exhibitions & Event Management
		24	Direct Marketing & its integration with IMC
		25	Personal Selling
		26	Database marketing
		27	Managing Big Data
		28	Promotion through Customer Relations
4	Module 4 Budgeting for Marketing Communication – Objectives of IMC Campaign: Objectives – Corporate objective, Marketing objective, Sales objective, Communication objective – DAGMAR approach – Communication Models – Budgeting for MARCOM - Steps in developing and evaluating effective Marcom – Objectives – Designing a Message – Copywriting – Measuring Communication Effectiveness, Conducting research to measure Communication Effectiveness.	29	Budgeting for Marketing Communication
		30	Budgeting for Marketing Communication
		31	Objectives of IMC Campaign,
		32	MARCOM
		33	MARCOM
		34	Budgeting for MARCOM
		35	Designing a Message
		36	Communication Effectiveness
5	Module 5 Advertising Agencies – Sales promotion Agencies – PR Firms & Interactive Agencies – Ethics and social responsibility in IMC	37	Advertising Agencies
		38	Sales promotion Agencies
		39	PR Firms & Interactive Agencies
		40	PR Firms & Interactive Agencies
		41	Ethics and social responsibility in IMC



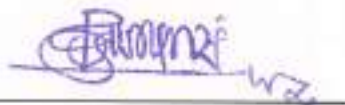
Campaigns - Impact of technology on MARCOM - Introduction to International marketing communications, Relevance and challenges		Campaigns
	42	Ethics and social responsibility in IMC Campaigns
	43	International marketing communications,
	44	Ethics and social responsibility in IMC Campaigns
	45	Ethics and social responsibility in IMC Campaigns
	46	International marketing communications,
	47	Marketing communications, Relevance and challenges
	48	Case
	49	Case



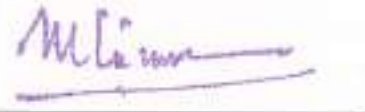
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **International Financial Management**
Semester : **III**
Session : **JUNE- NOVEMBER**
Batch : **2016 - 2018**
Subject Code : **PMF3CST02**
No. of credits :
Prepared by : **Nidhin Johny**
Email : **nidhin@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **09995771112**

Approved By



HoD



Principal

Albertian Institute of Management
Banerji Road
Ernakulam
Kochi 682018

Tel : +91-484-2355844 / 45
Web : www.aim.edu.in



INTERNATIONAL FINANCIAL MANAGEMENT

Course Code: PMF3CST02

Faculty: Mr. Nidhin Johny

Course Objectives

This course focuses on the theoretical and practical knowledge required for the management of financial and investment functions of multinational corporations. Students will discover how the international capital markets, foreign exchange markets, and the derivatives market can be used to manage transaction and operating risks facing the multinational firm.

1. To understand the significance of International Financial Management and its importance in Business.
2. To gain knowledge on Forex markets, Determination of Exchange Rate and Interest Rate and their Forecasting.
3. To define and measure Forex Risks and to manage Forex Risk

Program Outcomes

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



Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Understand international capital and foreign exchange market
2. Identify and appraise investment opportunities in the international environment
3. Identify risk relating to exchange rate fluctuations and develop strategies to deal with them
4. Develop strategies to deal with other types of country risks associated with foreign operations

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	2	1	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	1	0	2	1
CO 4	2	3	0	3	1	2	1

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)



1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy



Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Syllabus

Module I Introduction – Significance of Foreign Exchange Rate- Growing importance of International Finance – Introduction to foreign exchange markets – Exchange rate determinants – Supply and Demand Factors.

Module II International Financial System - Exchange rate systems in the world – Role of IMF and World Bank – Impact of regional economic integrations– Global integration of economic systems and exchange rate issues relating to Developing countries.

Module III International Financial Markets- Major international financial markets – Euro banking and Euro currency market – American and Japanese capital markets.

Module IV International Financing- Modes of International equity financing – Depository receipts – Issue Mechanisms – International credit instruments – Euro bonds and Notes – International credit syndication mechanism – Recent developments in the Euro Market – Risk factors in International finance.

Module V International Investing-Capital budgeting for international investment- FDI – International portfolio investing – Opportunities and challenges.



- i.
- ii.

iii. Text book

1. Thummuruli Siddaiah – International Financial Management, An analytical framework– Pearson education, India

References

1. Levi Maurice D, International Finance, McGraw Hill, India.
2. Apte P.G., International Financial Management, Tata McGraw Hill, New Delhi.
3. Pilbeam Keith, International Finance, McMillan Press, India.
4. Madura Jeff, International Financial Management, Thompson, India

Course Reference Support

Journals and Magazines

- Journal of Finance
- The Review of Financial Studies
- Journal of Financial Economics
- Journal of Accounting and Economics
- Journal of Financial and Quantitative Analysis
- Journal of Banking and Finance
- Journal of International Financial Management and Accounting

Websites

- The Economic Times
- Moneycontrol
- Business Standard
- Livemint

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to



- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan

Topics	Hours	Description
Module1:		
1 Introduction to international finance	1	
2 Concepts of exchange rate	1	
3 International monetary system	1	
4 History of monetary system	1	
5 Exchange rate regimes	1	
6 Exchange rate determination: factors effecting exchange rate	1	
7 BOP and PPP theory	1	
8 Interest rate parity theory	1	
9 Fishers effect and international fishers effect	1	
1 Effects of interest rates on exchange rates.	1	
1 Supply and demand factors in exchange rate	1	
Module2:		
1 An overview of international financial system	1	
1 Different exchange rate systems and its implications	1	
1 International Monetary fund	1	
1 World bank	1	
1 Economic integration	1	



1 7	Economic integration on a global scale	1	
1 8	Pros and cons of having a financially integrated banking system	1	
1 9	Euro and its emergence	1	
2 0	Problems with Euro: Greece example	1	
2 1	Exchange rate issues with developing nations	1	
2 2	Indian exchange rate issues: July-August 2013	1	
2 3	Managed floating by China and its differences	1	
Module 3:			
2 4	Introduction to international Financial markets	1	
2 5	Players in the international markets	1	
2 6	Indian foreign exchange market	1	
2 7	Major international financial markets	1	
2 8	Major international financial markets cont.	1	
2 9	Concept of euro banking	1	
3 0	Evolution and benefits of euro banking	1	
3 1	Concept of euro currency	1	
3 2	Institutions handling euro currency	1	
3 3	American capital markets	1	
3 4	Japanese capital markets	1	
3 5	Interlinking capital markets	1	
Module 4			

3 6	Introduction to international financing	1	
3 7	Types of international financing	1	
3 8	Depository receipts: ADR	1	
3 9	GDR- issue mechanism of DRs	1	
4 0	Indian depository receipts	1	
4 1	International bonds: Introduction to the concept of foreign bonds	1	
4 2	Euro bonds and its types	1	
4 3	Euro bonds and its types cont.	1	
4 4	International credit syndication mechanism	1	
4 5	Euro markets and latest developments	1	
4 6	Risk in international finance: Types of risk	1	
4 7	Managing risk	1	
4 8	Managing risk cont.	1	
Module 5			
4 9	FDI : Cost and benefits of FDI	1	
5 0	Theories of FDI	1	
5 1	Theories of FDI cont.	1	
5 2	International investment	1	
5 3	Capital budgeting for international investment: Payback and NPV method	1	
5 4	Sensitivity analysis	1	

5 5 5	Introduction to international portfolio	1	
5 6	International portfolio investment	1	
5 3	Home currency approach	1	
5 8	Foreign currency approach	1	
5 9	Strategies in attracting FDI	1	
6 0	Indian focus on FDI	1	



ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

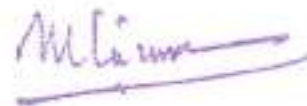
Ernakulam

Programme : **Master in Business Administration**
Course : Training and Development
Semester : III
Session : June – November 2017
Batch : 2016 - 2018
Subject Code : PMH4CST02

No. of credits :
Prepared by : Dr. Shiny C.M.
Email : shiny@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
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Approved By


HoD



Principal

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Training and Development

Course Code: PMH4CST02

Faculty: Dr. Shiny C.M.

Course Objectives

Training and development helps to understand various educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks. It helps improve the effectiveness of organizations and the individuals and teams within them.

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Students will understand learning theories and requisites of effective training
2. Students will be able to evaluate the training need analysis of various training groups
3. Students will learn to design a training programme
4. Students will be able to design their career development plan



MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1		√		√			
CO 2				√		√	√
CO 3			√		√		√
CO 4		√			√		√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
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encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted *via* e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Class test

Syllabus

Module 1 Introduction

Concept of Training & Development, Importance of Training & Development in Organizations- Objectives of Training- Linking Training & Development to company's strategy- Requisites of effective training -Problem of training- Benefits of training to Employee and Organization- Learning theories and principles-Learning outcomes-Learning style- Von Glasersfeld Model-Principles of Learning.



Module 2 Training Needs Assessment & Analysis

Meaning & purpose of Training Need Analysis- Process of training-Training Needs Analysis at different levels- Organizational Analysis, Requirement Analysis, Individual Analysis-Methods used in Training Needs Analysis , Output of Training Needs Analysis -Motivation for training- Trainee readiness.

Module 3 Training & Development Methods

Overview of Methodologies, Criteria for method selection-Designing training program-Qualities of a good Trainer, Use of audio visual aids in training, Internal Training Vs External Training, Training Methods: On the Job & Off the Job, Induction training, Cross cultural training, Team building training-Development methodologies: Case study, In- basket exercise, Games, Multiple Management Programs, Action Maze, Role Play, Experience Learning and Discovery Learning, Sensitivity training.

Module 4 Evaluation of Training & Development

Training Evaluation Process, Reasons for evaluating Training and Development, Constraints in Training Evaluation--Models of Evaluation: Kirkpatrick's ,Kaufman's, CIRO'S and Philip's Models-Methods used for collecting data for training evaluation- Cost Benefit Analysis, ROI on training

Module 5 Career Management

Human Resource Development Concept- Sub-Systems of Human Resource Development, Role of Human Resource Development Function, Concept of Career, Career stages, Career Planning and Development, Need , Steps in Career Planning, Methods of Career Planning and Development, Career development Actions and programs, Career Problems & Solutions, guidelines for Career Management, Management Development : Concept, Need and importance of Management Development, Methods of Management Development, Models of Management Development, Technology based training-Emerging trends in Training & Development- Case studies.

1. Goldstein Irwin L, Training In Organizations-Needs Assessment, Development & Evaluation, Wordsworth Publication.
2. Lynton & Parekh, Training for Development, Sage Publication.
3. Rao TV, Readings in HRD, Oxford & IBH.
4. Robert L.Craig, ASTD Training and Development , McGraw Hill Publication.
5. Dugan Laird- Approaches to Training and Development, Basic Books

Course Reference Support

Journals and Magazines

1. International journal of training and development
2. Indian Journal for Training and Development
3. European Journal of Training and Development
4. Training Industry Magazine



EBSCO Journals

1. Journal of Training and Development
2. Training and Development Journal
3. European Journal of Training and Development

Websites

1. <https://www.startuphrtoolkit.com/employee-training-and-development/>
2. <https://www.iteratorshq.com/blog/full-guide-employee-training-and-development-examples/>
3. <https://hrdailyadvisor.blr.com/2019/05/22/the-most-effective-training-methods/>
4. <https://elearningindustry.com/how-choose-training-methods-for-employees>

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan

Module	Session No	Covered Topics
Module 1 Introduction	1	Concept of Training & Development
	2	Concept of Training & Development
	3	Importance of Training & Development in Organizations
	4	Objectives of Training
	5	Linking Training & Development to Company's strategies
	6	Requisites of effective training
	7	Problems of training
	8	Benefits of training to Employees and organization
	9	Learning theories and models



		Learning theories and principles		
	11	Learning outcomes-		
	12	Learning style		
	13	VAK Model		
	14	Principles of Learning		
Module 2 Training Needs Assessment & Analysis	15	Meaning & purpose of Training Need Analysis		
	16	Meaning & purpose of Training Need Analysis		
	17	Process of training		
	18	Training Needs Analysis at different levels		
	19	Organizational Analysis		
	20	Requirement Analysis		
	21	Individual Analysis		
	22	Methods used in Training Needs Analysis		
	23	Output of Training Needs Analysis		
	24	Motivation for training		
	25	Trainee readiness.		
	26	Overview of Methodologies		
Module 3 Training & Development Methods	27	Criteria for method selection		
	28	Designing training program		
	29	Qualities of a good Trainer		
	30	Use of audio visual aids in training		
	31	Internal Training Vs External Training		
	32	Training Methods: On the Job & Off the Job		
	33	Training Methods: On the Job & Off the Job		
	34	Induction training		
	35	Cross cultural training		
	36	Team building training		
	37	Development methodologies		
	38	Case study, In- basket exercise		
	39	Games, Multiple Management Programs		
	40	Action Maze		
	41	Role Play		
	42	Experience Learning and Discovery Learning		
43	Sensitivity training			
44	Training Evaluation Process			
Module 4 Evaluation Training	45	Reasons for evaluation of Training and Development		
	46	Constraints in Training Evaluation		
	47	Models of Evaluation		




Development	48	Kirkpatrick's
	49	Kaufman's; CIRO'S and Philip's Models
	50	Methods used for collecting data for training evaluation
	51	Cost Benefit Analysis
	52	ROI on training
Module 5 Career Management	53	Human Resource Development Concept
	54	Sub-Systems of Human Resource Development
	55	Role of Human Resource Development Function
	56	Concept of Career, Career stages, Career Planning and Development
	57	Need , Steps in Career Planning
	58	Methods of Career Planning and Development, Career development Actions and programs
	59	Career Problems & Solutions, guidelines for Career Management
	60	Management Development : Concept, Need and importance of Management Development, Methods of Management Development, Models of Management Development
	61	Technology based training-Emerging trends in Training & Development-.
	62	Case studies

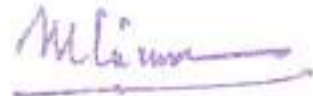


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Retail Business Management**
Semester : **III**
Session : **June – November 2017**
Batch : **2016 - 2018**
Subject Code : **PMF4CST03**
No. of credits :
Prepared by : **Dr. Shiny C.M.**
Email : **shiny@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **09446345377**

Approved By


HoD


Principal

Albertian Institute of Management
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Kochi 682018

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Web : www.aim.edu.in



Retail Business Management

Course Code: PMF4CST03

Faculty: Dr. Shiny C.M.

Course Objectives

Retail Business Management helps understand how the retail organisation functions at its highest capacity, serves its consumers and aligns the operations efficiently. It also helps compare international and retail scenarios and the strategies followed by them.

1. To introduce various operations to retail sector
2. To provide insights into the recent trends in retail sector
3. To make students learn the basic theories and concepts of retail business management
4. To make students learn to apply theories and concepts in practical situations

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Students will be able to understand and analyse the format revolution in India and other countries
2. Students will be able to compare and analyse pricing strategies used in retail sector
3. Students will be able to apply various concepts learned retail business management



4. Students will be able to think and develop a suitable strategy which can be applied in a particular retail business

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1		√		√			
CO 2			√			√	√
CO 3			√	√			√
CO 4	√				√		√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/ITNCs

The above criteria is subjected to a maximum of 40 marks in internal assessment



Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Class test

Syllabus



Module 1 Introduction to Retailing

Retailing – Meaning – Theories of retailing- management of service & quality in retailing, world Retail scenario- retailing in developing countries- Indian retail scenario and its future prospects Organised Vs Unorganised Retailing - Classification of Retail Stores- Growth of Retail formats –High street and Malls- Mall management – Multi Channel Retailing : Meaning, the evolution toward multi channel retailing – Franchising : Types, advantages, challenges, Franchising in India.

Module 2 Understanding Retail Consumers

Store formats – Store location – Location analysis – Store positioning - Store design and Visual Merchandising – Breakdown of Retailing as a product – Role of private labels – Retail Pricing: Approaches, Influencing Factors, Price Sensitivity and Mark down Policy – EDLP

Module 3 Store operations management and Retail Strategy

SCM – Supplier Relations – Logistics in retailing – Merchandise buying and management – Warehousing – Inventory control – Franchisee operations – International retailing-motives, reasons and typologies for international expansion – Building a sustainable competitive advantage, customer loyalty, location, Human resource management, Distribution and information systems, unique merchandise, Vendor relations Multiple sources of advantages : Strategic Retail Planning Process

Module 4 Store management

Responsibilities of Store Managers Store Planning, Location Planning – Store Design & Retail image mix, Space mix – Effective retail Space Management, Store layout, Floor space management and Visual Merchandising and Displays

Module 5 Retail promotions- Impact of Information Technology in Retailing

Integrated Systems and Networking – EDI, Bar Coding, RFID, Customer Database Management, Electronic Retailing – Role of Web, Online Retailing, Future Trends – CRM – Retail finance – Retail Statutory Obligations – Consumerism & Ethics in retailing – Corporate Social Responsibility

1. Michael Levy, Barton Weitz, Retail Management, McGraw Hill
2. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivastava, Retail Management, Oxford Publishing, India
3. Barman, Evans & Mathur, Retail Management- A Strategic Approach, Pearson Publications
4. Retailing Management, Gibson C Vedamani, Jaico Publishing House, Mumbai
5. Retail Strategies- understanding why we shop, Jim, Jaico Publishing House, Mumbai
6. Retail Management, Dunne Lusch, South Western Cengage Learning
7. Store Management, K.S. Menon, Macmillan India Ltd.,

Course Reference Material**Journals and Magazines**

1. Journal of Business and Retail Management Research



2. Journal of Marketing Research
3. International Journal of Research in Marketing
4. Journal of Retailing
5. Global Journal of Retail Management
6. International Journal of Retail and Distribution Management

EBSCO Journals

1. Journal of Business and Retail Management Research
2. Journal of Marketing Research
3. International Journal of Research in Marketing
4. Journal of Retailing
5. Global Journal of Retail Management
6. International Journal of Retail and Distribution Management
7. Journal of Retailing and Consumer Behaviour

Websites

1. <https://theinvestorsbook.com/wheel-of-retailing.html>
2. <https://www.ibef.org/industry/retail-india.aspx>
3. <http://egvankosh.ac.in/bitstream/123456789/15119/1/Unit-1.pdf>
4. <https://www.longdom.org/articles/foreign-direct-investment-in-retail-sector.pdf>

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
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- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan

Module	Session	Topics Covered
Module 1	1	Retailing - Definition
Retailing - Definition, Functions, Importance of Retailing	2	Functions, Importance of retailing
Types of Retailing		



Organized & Unorganized, Store and Non-store; Retailing in India - Current Scenario, Retailing from International Perspectives; Consumer Buying Decision Process, Influencing Factors, Consumer Shopping Behaviour.	3	Types of Retailing: Organized	
	4	Unorganized retailing	
	5	Store and Non-store retailing	
	6	Retailing in India - Current Scenario	
	7	Retailing from International Perspectives;	
	8	Consumer Buying Decision Process	
	9	"	
	10	Influencing Factors	
	11	Consumer Shopping Behaviour.	
	12	Case study	
	Module 2 Retail Planning - Purpose, Method, Structure and Monitoring the Plan; Retail Marketing mix - Strategies; Retail Brand Management - Positioning, Personality, Merchandise Management, Meaning, Methods, Assortment and Inventory; Purchase Negotiation, Supply Channel and Relationship, SCM Principles, and Retail Logistics.	13	Retail Planning - Purpose, Method
		14	Structure and Monitoring the Plan
15		Retail Marketing mix - Strategies	
16		Retail Brand Management	
17		"	
18		Brand Positioning and brand Personality	
19		Merchandise Management - Meaning, Methods	
20		Merchandise Assortment and Inventory	
21		Purchase Negotiation	
22		Supply chain management- Channel and Relationship	
23		SCM Principles, and Retail Logistics	
24		Case study	
Module 3 Retail Location Decisions - Trading Area Analysis, Types of Locations; Evaluation; Store Design - Layout and Space Management; Visual Merchandising and Displays; Retail Pricing - Approaches, Influencing Factors, Price Sensitivity and Markdown Policy - DLP.	25	Retail Location Decisions	
	26	Trading Area Analysis	
	27	Types of Locations	
	28	Site Evaluation	
	29	Store Design - Layout and Space Management	
	30	Visual Merchandising and Displays	
	31	Retail Pricing - Approaches	
	32	"	
	33	Influencing Factors	



	34	Price Sensitivity and Mark down Policy
	35	EDLP
	36	Case study
Module 4	37	Retail Promotion
Retail Promotion - Setting Objectives, Role of Advertising, Sales Promotion, Personal Selling, Public Relations and Relationship Marketing in Retailing; Human Resource Issues and Considerations, Customer Service Management.	38	Setting promotional Objectives
	39	Role of Advertising,
	40	Sales Promotion
	41	Personal Selling,
	42	Public Relations
	43	Relationship Marketing in Retailing
	44	Human Resource Issues and Considerations
	45	Customer Service Management
	46	Case study
Module 5	47	Impact of Information Technology in Retailing
Impact of Information Technology in Retailing, Integrated Systems and Networking, EDI, Bar Coding, RFID, Customer Database Management. Electronic Retailing - Role of Web, Online Retailing, Factors to be considered in having a Website, Limitations of Web and Future Trends, Consumerism and Ethics in Retailing, Social and Green issues. Retail Audit.	48	Integrated Systems and Networking
	49	EDI, Bar Coding
	50	RFID
	51	Customer Database Management
	52	Electronic Retailing - Role of Web
	53	Online Retailing
	54	Factors to be considered in having a Website
	55	Limitations of Web and Future Trends
	56	Consumerism in retailing
	57	Ethics in Retailing
	58	Social and Green issues
	59	Retail Audit
	60	Case study



ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

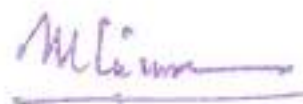
Ernakulam

Programme : **Master in Business Administration**
Course : Management of Financial Services
Semester : III
Session : JUNE- NOVEMBER
Batch : 2016 - 2018
Subject Code : PMF3CST03
No. of credits :
Prepared by : Ms. Indu George
Email : indu@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 09995771112

Approved By



HoD



Principal

Albertian Institute of Management

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MANAGEMENT OF FINANCIAL SERVICES

Course Code: PMF3CST03

Faculty: Ms. Indu George

Course Objectives

The objective of this course is to familiarise the students with the nature and scope of various types of financial services and to understand the regulatory environment in which they are undertaken.

- To help the students understand the importance of financial services
- To enhance the financial decision making abilities of the students
- To equip them with the various facets of Financial Services

Program Outcomes

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



Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. The student will be able to evaluate financial products and strategies offered by financial services institutions
2. The student will be able to compare and contrast the performance of private and public sector commercial banks
3. The student will be able to examine the role played by insurance and pension funds
4. The student will be able to evaluate and create strategies to promote financial products and services

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	2	1	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	1	0	2	1
CO 4	2	3	0	3	1	2	1

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publication in National & International Journals / Magazines / Presenting papers in National & International Seminars
2. Undertaking / Participating in professional surveys / (certification)



3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be expected in advance to prepare the topics for discussion in class), Work in small groups, Case studies and teaching (Student counseling, tutoring, and individual projects/ assignments, quizzes, Games)

- Presentations (Individual/Group)



- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Syllabus

Module-1 Basic Theoretical Framework

The financial system and its technology; The factors affecting the stability of the financial system; Development finance vs. Universal banking; Financial Intermediaries and Financial Innovation; RBI- Central Banking.

Module-2 Financial Institutions

Brief historical perspective of Financial Institutions – An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC and GIC – The Banking Institutions: Commercial Banks – Public Vs Private sectors – Structure and comparative performance. The problems of competition; Interest rates, Spreads – Structure and NPAs. Bank capital- adequacy norms and Capital Market support.

Module-3 Non-banking Financial Institutions

Evolution, control by RBI and SEBI- A perspective on future role. Unit Trust of India and Mutual Funds, Reserve Bank of India Framework for/Regulation of Bank Credit, Commercial Paper: Features and advantages, Framework of Indian CP Market, effective cost/interest yield.

Module-4 Insurance

The Economics of Insurance – Life Insurance, Reinsurance, Insurance Industry and its Regulation – Efficiency and the structure of the Insurance Industry; Pension Funds, Pension Plans

Module-5 Financial Services

Asset/Loan based financial services – Lease Finance, Consumer Credit and Hire Purchase Finance, Factoring; Definition, Functions, Advantages, Evaluation and Forfeiting Bills Discounting, Housing Finance, Venture Capital Financing, Fee-based Advisory Services: Stock Dealing, Credit Rating.



Course Reference Support

Journals and Magazines

Journal of Finance
The Review of Financial Studies
Journal of Financial Economics
Journal of Accounting and Economics
Journal of Financial and Quantitative Analysis
Journal of Banking and Finance
Journal of International Financial Management and Accounting

Websites

The Economic Times
Moneycontrol
Business Standard
Livemint

Instructions

- Students are expected to read the concerned session's topics in advance before coming to the class
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- All schedules/announcements must be strictly adhered to
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- Late entry of Students to class beyond 5 minutes of appointed time is not allowed



Lesson Plan

SESSION NO:	TOPICS COVERED	REMARKS
	Module 1	
1.	Financial System- Meaning and introduction	
2.	Components of financial system	
3.	Factors effecting the stability of financial system	
4.	Development finance vs Universal banking	
5.	Financial Intermediaries	
6.	Financial Innovation	
7.	RBI and central banking	
	Module 2	
8.	Financial Institutions	Meaning
9.	IDBI, ICICI, IFCI	
10.	SFC, LIC, GIC	
11.	Commercial banks 1	
12.	Commercial banks 2	
13.	Public sector banks	
14.	Private sector banks	
15.	Problems of competition	
16.	Interest rate spreads	
17.	NPA	
18.	Capital Adequacy norms	
19.	Capital market support	
	Module 3	
20.	RBI 1	
21.	RBI 2	
22.	SEBI	
23.	UTI	
24.	Mutual funds	Assignment
25.	Regulation of bank credit	
26.	Commercial banks	
27.	Framework of capital market	
	Module 4	
28.	Insurance	
29.	Economic insurance	
30.	Life insurance	



31.	General insurance	
32.	Insurance industry	
33.	Regulation of insurance industry	
34.	Structure of insurance industry	
35.	Pension	
36.	PFRDA	Assignment
37.	Pension plans	
Module 5		
38.	Asset based services	
39.	Fund based services	
40.	Leasing	
41.	Hire purchase	
42.	Leasing vs Hire purchase	
43.	Factoring 1	
44.	Factoring 2	
45.	Forfeiting	
46.	Bill Discounting	
47.	Housing finance	
48.	Venture capital	
49.	Stock broking	
50.	Credit rating	

i. Text book

1. S. Guruswamy, Financial services, Tata Mc. Graw Publication

References

1. Bhole L.M and JitendraMahakud, Financial Institutions and Markets: Structure, Growth and Innovations, Tata McGraw Hill Publication Limited, New Delhi.
2. Khan M.Y., Financial Service, Tata McGraw Hill Publication Limited, New Delhi.
3. Roshna Varghese &K. Sreeranganadhan, Corporate Disclosure by Indian Companies, Serals Publications, New Delhi.
4. Shanmughan R, Financial Services, Wiley India Pvt. Ltd., New Delhi, 2010.



ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Counselling Skills for Managers**
Semester : **III**
Session : **June. – Nov 2017**
Batch : **2016 - 2018**
Subject Code : **PMH3CST02**
No. of credits :
Prepared by : Ms. Indu George
Email : indu@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : **9496119591**

Approved By

HoD

Principal

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Ernakulam
Kochi 682011

Tel : +91-484-2355844 / 45
Web : www.aim.edu.in

Department of Business Administration, St. Albert's College (Autonomous), Ernakulam



Counselling Skills for Managers

Course Code:PMH3CST02

Faculty: Ms. Indu George

Introduction

This course provides a learner with a clear understanding about the Concepts, Methods, Techniques and Issues involved in Counseling and will impart basic skills in Counseling to the Participants

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

Learning Outcomes



1. The student will be able to get an overview on Counseling and its nuances
2. The student will be able to gain insights into the Processes and Procedures involved in counselling
3. The student will be able various skills and qualities required by a counsellor manager in an organisation
4. The student will be critically examine the different interventions required in different cases based on their acquired knowledge
5. MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

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- Membership in Professional bodies(only in one semester)
- Prize winners in Management games
- Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Presentations : Students are divided into groups to make presentations on the different labour and welfare laws in HR. This will help the students to improve their overall knowledge, communication skills, attitude and confidence

Assignments: Assignments must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail. At least half of the assignments will be only accepted through LMS and one online class test will be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class). Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

SYLLABUS

Module I Introduction: Meaning, Functions and Type of Counselling, Goals of Counseling Emergence and Growth of Counseling Services; Approaches to counseling; Counseling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counselor Qualities.

Module II Counseling process - Beginning, Developing and terminating a counseling relationship and follow up. Counseling Procedures, The Counseling Environment, Intake, Referral procedures, Guidelines for effective counseling.

Module III Counselor's Attitude and Skills of Counseling; Counselors - Client Relationship, Understanding Client's Behavior, Assessing Clients problems, Counseling Therapies - Insight Oriented Therapy, Behavior Therapy.

Module IV Selecting Counseling Strategies and Interventions - Changing Behaviour through Counseling In the Educational Settings, Special Areas in Counseling, Handling Situations of Strikes, Disputes Through Counseling.

Module V Special problems in counseling: Need of Counseling Cell in the Organization, Application of Counseling to Organizational situations with a focus on Performance, Organizational Application of Counseling in Change management, Decision Making, Mentoring and Team Management/ Conflict Resolution.



Text Book :

1. Kavita Singh ,Counselling Skills for Managers , PHI.

References

1. S Narayan Rao, *Counseling & guidance*, Tata McGraw Hill, New Delhi
2. Jeffrey A Kotter. *Counseling theories and practices*, Cengage Publishing, New Delhi.
3. Robert C Carson, *Abnormal psychology*, Tata McGraw Hill, New Delhi.

Faculty Details

Name :Ms. Indu George
Website :www.aim.edu.in
Email : indu@aim.edu.in
Mobile : 9496119591

Assignments / Case Studies

Topics for the assignments & Case Studies will be either recommended by the course or put in the shared folder.

Corporate Report

Report should include the recruitment methods and training methods of the organisation

Pedagogy

Interactive approach during the study. Students shall be advised to prepare topics for discussion in the class). Work in small groups (Student counseling, tutoring, and individual projects/ assignments)

- Declarations
- Presentations
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test



Course Reference Support

Journals and Magazines

1. Human resource Management Journal
2. The Journal of Human Resources
3. Journal of Management
4. Industrial Relations
5. Journal of Human Resources
6. Leadership -Quarterly
7. Journal of Organisational Behaviour
8. Organisational Science
9. Organisation Behaviour and Human decision Processes
10. Harvard Business Review
11. HRMagazine
12. Workforce Magazine

Websites

1. www.citeHR.com
2. www.ignou.ac.in
3. www.hrzone.com
4. www.study.com
5. www.thehrmagazine.com
6. www.business.com
7. www.tutorialspoint.com
8. www.Classes.com
9. www.tutorialspoint.com
10. www.tutorialspoint.com
11. www.tutorialspoint.com
12. www.tutorialspoint.com

Instructor

Department

St. Ann's College (Autonomous) - Bangalore



- Students are expected to read the concerned session's topics in advance before coming to the class
- In the case study session all students are expected to prepare their analysis and participate in the case discussions
- All schedules/announcements must be strictly adhered to
- The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- Late entry of Students to class beyond 5 minutes of appointed time is not allowed.

Session Plan

Sessions	Topics	Reading/ application exercise
	Module 1	
1,2	Counselling - Introduction, Need & objectives of employee counselling	
3	Counselling functions, Types of Counselling	
4	Goals of Counselling, Emergence & Growth of counseling	Assignment
5,6,7	Approaches to Counselling	Psycho-Analytic approach
8	Adlerian Therapy	
9,10	Behavioural approach, Classical Conditioning theory, Operant conditioning, Social learning theory	
11,12	Cognitive approach, Cognitive Behavioural therapy	Assignment
13	Humanistic approach, Gestalt approach	
14	Counselling skills, Methods of non verbal communication skill	
15,16	Listening skills, 2	of Counsellors
17	Module 2	
	Module 3	
18,19	1, Counselling Process-terminating a counseling relationship	Assignment

21	Counseling Procedures, Guidelines for effective marital counseling	Caselet 2
22	Module 2 Test	
	Mini Project 1	
	Module 3	
23	Attitude of Counsellors	
24,25	Counselling skills- Social skills, Listening skills, Probing skills, Problem solving skills	
26	Counselors - Client Relationship, Understanding the Client's Behaviour	Assignment
27,28,29	Assessing Clients problems, Assessment tools and techniques Counselling Therapies- Insight Oriented Therapy, Behaviour Therapy	Caselet 3
30	Module 3 Test	
	Module 4	
31-34	Selecting Counselling Strategies and Interventions	
35	Changing Behaviour through Counselling in the Educational Setting	Assignment
36,37	Special Areas in Counselling	
38	Handling Situations of Stress, Through Counselling	Role play
39	Module 4 Test	
	Mini Project 2	
	Module 5	
40,41	Special Areas in Counselling	Caselet 4
42,43	Need of Counselling in the Workplace	
44,45	Application of Counselling in the Workplace	Caselet 5
46,47	Application of Counselling in the Workplace	
48	Caselet	Assignment
49	Caselet	
50	Caselet	
51-60	Caselet	






ALBERTIAN INSTITUTE OF MANAGEMENT

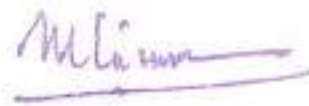
St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : Database Management System
Semester : IV
Session : November – March 2018
Batch : 2016 - 2018
Subject Code : PMS4CST0216
No. of credits :
Prepared by : Sangeetha J
Email : sangeetha@aim.edu.in,
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9496229584

Approved By


HoD



Principal

Albertian Institute of Management
Banerji Road
Ernakulam
Kochi 682018

Tel : +91-484-2355844 / 45
Web : www.aim.edu.in



Database Management System

Course Code: PMS4CST02

Faculty: Sangeetha J

COURSE OBJECTIVES:

- To familiarise the students with major DBMS concepts.
- To introduce the students with the applications of database systems designed to manage the data resources of organizations.
- To provide the students an opportunity to study the hands on implementation of a database in corporate environment.

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role plays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

SYLLABUS

Module I

Overview of DBMS : Database Management in organisations ; Objectives of DBMS ; Evolution ; data structures ; DBMS Architecture ; User interface, data languages, DBMS modes of operation.

Module II

DBMS functions: Design ; retrieval ; creation and updating; backup and recovery.

Module III

Study of Relational Data Base Management System for successful implementation of Distributed systems; RDBMS concepts, structure and ER models ; Normalisation and Logical design Query Language for RDBMS.

Module IV



TEACHING SCHEDULE

Topics	Hours	Description
Module1: Introduction to Database Systems		
Overview of DBMS	2	Basics of database, characteristics of database, comparison of FPS and database approach
Database Management in organisations	2	Introduction to DBMS, Benefits of DBMS, Role of DBA
Objectives of DBMS	1	Objectives of database systems
Evolution of database	1	Evolution of database- Flat file- FPS- Database
Data structures	2	Various data models-Hierarchical model, Network model, Relational and Object Oriented Model
DBMS Architecture	2	Layered architecture of DBMS- Internal, Conceptual, External
Data languages	1	Introduction to database languages
DBMS modes of operation	1	Data Addition, Data Updation, Data Deletion, Data selection
Module2: Functions of DBMS		
DBMS functions	3	Data dictionary management, data storage management, Data transformation and presentation, Security management, Multiuser access control, Backup and recovery management, Data Integrity Management, Database Access Languages and Application Interface, Database Communication Interface, The ability to update and retrieve data
Design	1	Database design
Retrieval, creation and updating	2	Database creation, updation and retrieval
Backup and Recovery	3	Database errors, Database Recovery, Recovery techniques for database- Log based Recovery, Shadow Paging, Check points.
Module 3: Introduction to RDBMS		
Study of Relational Data Base Management System for successful implementation of Distributed systems;	1	Introduction to RDBMS
RDBMS concepts	1	Tables, Records, Fields, Keys in RDBMS
Structure and ER models	3	Introduction to ER models- Features of ER models-Entity Relationship
Normalisation	2	Normalisation- Normal Forms-First normal form, Second normal form, Third normal form.
Logical design Query Language for RDBMS.	1	Basics of query language
Module 4: Introduction to SQL		

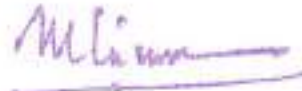
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme	:	Master in Business Administration
Course	:	Services Marketing
Semester	:	IV
Session	:	November – March 2018
Batch	:	2016 - 2018
Subject Code	:	PMM4CST0216
No. of credits	:	
Prepared by	:	Gopesh C.R.
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HoD



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LESSON PLAN

Course: MBA @ AIM

Semester: IV (2016 – 2018 Batch)

Name of the Faculty: Gopesh C.R.

Subject: Services Marketing

Session No.	Module No.	Topic	Related Exercises / Remarks
1		Intro to Final Sem; Sub: Services Marketing	
2		Role Play 1: Meeting the Customer panel by a Sales Team – Electronic Locking Solution	Role Play
3		Role Play 2: Customer Walking to Mathematics Coaching Center	Role Play
4		Discussion Forum: 'Is Marketing of Goods an easy task?'; 'Is Marketing of Services an tougher task?'; The process of Marketing	Brain Storming & Discussion
5	I	List of a few service industries; Concept of tangibility Spectrum; Tangibility - a critical factor	
6		Definition of Services; Why study services? Goods vs. Services	
7		Product Attributes that affect Service Evaluation	
8		Classification of Services - Different bases	
9		Traditional Marketing Mix elements in Services: Service Product; Price; Promotion & Distribution	
10		Unique Characteristics of Services; Need for the extended marketing mix elements in services	
11	III	Group Discussion & Presentation: Tangibilizing the Intangibles w.r.to 8 different services	Group Discussion & Presentation
12		P5 to P7: Management of Services	
13		Concept of Services Marketing Triangle and its significance	
14		Elements of Integrated Service Management; Strategic Challenges in Service Management	
15		Intro to Service Quality; 5 Dimensions of SERVQUAL; SERVQUAL Attributes	

Session No.	Module No.	Topic	Related Exercises / Remarks
16		GAPS Model of Services	
17		Group Discussion & Presentation: Organizational Strategies to close each Gap in Service Management	Group Discussion & Presentation
18	IV	Group Discussion & Presentation: Organizational Strategies to close each Gap in Service Management (contd.)	Group Discussion & Presentation
19		Service Blueprinting: Concept, Illustration	Scenario Analysis
20		Service Blueprinting: Illustration (contd.); Building a Sr. Blueprint	Scenario Analysis
21		Advantages of Service Blueprinting	
22		Customer Expectations: Definition, Levels	
23		Concept of Zone of Tolerance	Scenario Analysis
24		Factors shaping Customer Expectations	
25		Demand & Capacity Management	Scenario Analysis
26		Demand – Capacity Relations: Possible Situations	
27		Strategies for Demand – Capacity Balancing	Scenario Analysis
28	II	Strategies for Demand – Capacity Balancing (contd.)	
29		Customer Psychology in Waiting issues	Scenario Analysis
30		Customer responses to Service failure	Scenario Analysis
31		Concept of Service Recovery	Scenario Analysis
32		Components of Sr. Recovery system	Scenario Analysis
33		Service Guarantees: Definition, Types	
34		Designing Service Guarantees	
35		Customer Defined Service Standards: Meaning, Need	

Session No.	Module No.	Topic	Related Exercises / Remarks
36		Customer Defined Service Standards - Types	
37		9 Ways to make the Service Successful	
38	IV	Customer Relationship Management: Meaning, Goals	
39		CRM: benefits to the Org. and Customers	
40 - 49	V	Mini Project 1: Presentation & Discussion on '7-P framework'	Group Presentation & Discussion
50 - 58		Mini Project 2: Presentation & Discussion on '5-Dimensions of SERVQUAL'	Group Presentation & Discussion
59 - 60		Revision	
Internal Assessment Tests & Model Exam as scheduled by College			

Reference Books:

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – *Services Marketing: People, Technology, Strategy*, Pearson, New Delhi.
2. Helen Woodruff - *Services Marketing*, Longmen Group, New Delhi.
3. Adrian Payne - *The Essence of Services Marketing*, Prentice Hall, India

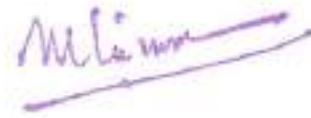


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Strategic Management
Semester : IV
Session : December – March 2018
Batch : 2016 - 2018
Subject Code : PPMB4CRT0116
No. of credits :
Prepared by : Jose William
Email : josewilliam@gmail.com
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 7994778487

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Strategic Management
Course Code: PMB4CRT0119
Faculty:Mr. Jose William

Course Objectives

This course is designed to ensure that the students' know how to make management decisions which will improve a company's performance. To achieve this the course introduce the students to the basic concepts, too;s and techniques used in strategic planning and also give students a vivid picture of the implementation process and it control and evaluation

1. To introduce the subject and make students understand its process and levels.
2. To help students identify and link Strategy formulation and implementation with environmental analysis
3. To help participants develop skills for applying Strategic Management concepts to the solution of business problems

Program Outcome

1. Apply knowledge of strategic management conceots and techniques to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Demonstrate effective oral and written communication skills.
7. Demonstrate employability and entrepreneurship traits for strategy formulation

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. To understand and apply the theoretical perspective and concepts in the field of Strategic Management

2. Develop skills for applying the concepts to the solution of business problem
3. To enable the students to understand and evaluate traditional and contemporary analytical tools of Strategic Management
4. Enable the students to develop skills for applying Strategic Management concepts to the solution of business problems

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	2	1	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	1	0	2	1
CO 4	2	3	0	3	1	2	1

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs



The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test



Syllabus

Module 1 Introduction to Strategic Management

Introduction to Strategy – Concept of Strategy -Strategic Management Process –Vision & Mission – Characteristics of good mission statements - Objectives and Goals – 7S Framework – External Environmental Analysis –Macro Environment and Industry Analysis – Porter's Five Forces Analysis –Internal Analysis - SWOT Analysis –Resource Based View – Value Chain Analysis - Strategic Analysis

Module 2 Types of Strategies

Levels of Strategy – Business level strategies – Generic Strategies - Cost leadership – Differentiation – Focus – Corporate level strategies- Stability strategies, Expansion strategies – Intensification, Integration, Diversification strategies – Mergers, Acquisitions, Strategic Alliances, Turnaround, Divestment and Liquidation Strategies – Strategies for Stable and Dynamic markets – Global strategies – Functional Strategies

Module 3 Strategy Implementation and Control

Strategy Implementation – Resource Allocation – Leadership in Strategic Management – Strategy, Structure and Organisation Culture – Strategies for Managing Change – Portfolio Analysis – BCG Matrix, GEC Model, Product-Market Evolution Matrix, TOWS Matrix, etc, Review &Strategic Control - Evaluation Strategy – Use of Balanced Score Card - Controls – Premise, Surveillance, Implementation and Strategic Alert Control

Module 4 Corporate Management and Governance

Corporate Management and Corporate Governance – Role and Functions of Board of Directors - Role and Skills of Top Management – Innovation and Creativity – Innovation Culture – Learning Organization – Corporate Social Responsibility – Sustainability and Strategic Management – Integrating Social & Environmental Sustainability issues in Strategic Management – Triple Bottom Line



Module 5 Recent Developments in Strategic Management

Core Competence as the Root of Competitive Advantage – Blue Ocean Strategy – Difference between Blue Ocean & Red Ocean – Strategy Canvas, Value Curve & Four Actions Framework- New Business Models for Digital Economy – Ecommerce Business Models – Strategies for Small and Medium Enterprises – Strategies for Non Profit Organisations



Prescribed Text Book

Azhar Kazmi, Strategic Management – Tata McGraw Hill

Recommended Books:

1. Hill, Charles W.L. and R. Jones, Gareth – Strategic management: An integrated Approach, Cengage
2. Azhar Kazmi, Strategic Management – Tata McGraw Hill
3. Srinivasan R – Strategic Management: The Indian Context, Prentice Hall of India
4. Srivastava RM – Strategic Management: Concepts, Skills and Practices, Prentice Hall of India.
5. Mason Carpenter, Gerard Sanders, Prashant Salwan – Concepts and Cases Strategic Management: A Dynamic Perspective, Pearson Education, India

Course Reference Support

Journals and Magazines

1. Journal of Financial Economics
2. Business Week
3. Economic and Political Weekly
4. Academy of Management Journal
5. Academy of Management Review
6. Global Business and Economics Review
7. Management Decision

EBSCO Journals

1. Business Economics
2. Measuring Business Excellence
3. Strategy & Leadership
4. Policing: An International Journal of Police Strategies & management
5. Quarterly Journal of Business and Economics
6. Journal of Business Strategy
7. Journal of Economics and Business
8. Economist
9. New York Times
10. OECD Papers

Websites

1. www.strategicmanagement.net
2. <https://freemanagementresources.com/strategic-management-reference-list/>



3. <https://onlinelibrary.wiley.com/journal/10970266>

Instructions

- Students are expected to read the concerned session's topics in advance before coming to the class
- In the case study session all students are expected to prepare their analysis and participate in the case discussions
- All schedules/announcements must be strictly adhered to
- The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan

Modules	Hours	Content
Module 1 Introduction to Strategic	1	Introduction to Strategy
	2	Concept of Strategy
	3	Strategic Management Process
	4	Vision & Mission



	5	Characteristics of good mission statements
	6	Objectives and Goals
	7	7S Framework
	8	Macro Environment and Industry Analysis
	9	Porter's Five Forces Analysis
	10	Internal Analysis SWOT Analysis
	11	Value Chain Analysis - Strategic Analysis
Module 2 Types of Strategies	12	Levels of Strategy
	13	Business level strategies
	14	Generic Strategies
	15	Cost leadership Differentiation – Focus
	16	Corporate level strategies
	17	Stability strategies
	18	Expansion strategies
	19	Intensification, Integration, Diversification strategies
	20	Mergers, Acquisitions, Strategic Alliances



	21	Turnaround, Divestment and Liquidation Strategies
	22	Global strategies – Functional Strategies
Module 3 Strategy Implementation and Control	23	Strategy Implementation
	24	Resource Allocation
	25	Leadership in Strategic Management
	26	Strategy, Structure and Organisation Culture
	27	Strategies for Managing Change
	28	Portfolio Analysis – BCG Matrix, GEC Model
	29	Product-Market Evolution Matrix
	30	TOWS Matrix
	31	Valuation Strategy – Use of Balanced Score Card
	32	Controls – Premise, Surveillance
	33	Strategic Alert Control
Module 4 Corporate Management and Governance	34	Corporate Management
	35	Corporate Governance



	36	Role and Functions of Board of Directors
	37	Role and Skills of Top Management
	38	Innovation and Creativity
	39	Innovation Culture
	40	Learning Organization
	41	Corporate Social Responsibility
	42	Sustainability and Strategic Management
	43	Integrating Social & Environmental Sustainability issues in Strategic Management
	44	Triple Bottom Line
	45	Innovation Case Study
	46	Creativity Case Study
	47	Knowledge Management Case Study
Module 5 Recent Developments in Strategic Management	48	Core Competence
	49	Blue Ocean Strategy
	50	Red Ocean Strategy
	51	Difference between Blue Ocean & Red Ocean



52	Strategy Canvas
53	Value Curve & Four Actions Framework
54	New Business Models for Digital Economy
55	Ecommerce Business Models
56	Strategies for Small and Medium Enterprises(Conti..
57	Strategies for Small and Medium Enterprises
58	Strategies for Non Profit Organisations (Conti..
59	Strategies for Non Profit Organisations
60	Uber Business Model



ALBERTIAN INSTITUTE OF MANAGEMENT

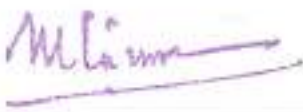
St. Albert's College (Autonomous)

Ernakulam

Programme	:	Master in Business Administration
Course	:	SECURITY ANALYSIS & PORTFOLIO MGT.
Semester	:	IV
Session	:	DECEMBER- MARCH
Batch	:	2016 - 2018
Subject Code	:	PMF4CST01
No. of credits	:	
Prepared by	:	Nidhin Johny
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Approved By


HoD


Principal

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Ernakulam
Kochi 682018

Tel : +91-484-2355844 / 45
Web : www.aim.edu.in

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: PMF4CST01

Faculty: Mr. Nidhin Johny

Course Objectives

This course is designed to teach the fundamentals of investments along with the analysis and strategies to become a successful investor. It will start from the investment introduction to the performance Evaluation of securities and portfolio. It discusses the risk return tradeoff of an individual investor, it also persist how investment in securities market is evaluated based on Fundamental and Technical analysis. It also discusses application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance

1. To give an insight into the basics of stock markets
2. To equip the students with the tools for fundamental and technical analysis
3. To focus on various investment strategies

Program Outcomes

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

Intended Student Learning Outcomes (Course Outcomes)



After completion of the course Students will:

1. The student will be able to understand and compare the concepts of stock market and trading practices from a global perspective.
2. The student will be able to evaluate the current economic situation taking into account all the various global and domestic aspects
3. The student will be able to Analyze the price movements and identify patterns from the same
4. The student will be able to create an optimal portfolio using models like the Sharpe index Model

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	2	1	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	1	0	2	1
CO 4	2	3	0	3	1	2	1

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM

4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion



- Industry Expert Led Lectures
- Quiz/Class test

Syllabus

Module 1

Concept of Investment-Investment Instruments- Introduction to the financial system, Financial Markets- Primary and Secondary Market, Stock Exchanges-Depository System-Indices- SEBI and Regulations.

Module II

Investment Alternatives – Risk –Return Analysis –Systematic and Unsystematic Risk- Bond Valuation – YTC/YTM/Bond duration, Bond Returns & Prices, Bond Rating-Bond Management Strategies.

Module III

Share Valuation-Factors influencing Share Price Movements-Share Valuation Models-Cash Flow Valuation Models-Earnings Valuation Models-Fundamental Analysis-E.I.C.

Module IV

Technical Analysis –Chart patterns/Moving Average/RSI/ROC/MACD Efficient Market Hypothesis-Random walk theory.

Module V Portfolio Management –Portfolio Analysis, Portfolio Selection- Markowitz Model-CAPM, Portfolio Revision &Portfolio Evaluation.

Text book

1. Punithavathy Pandian – Security Analysis and portfolio management - Theory concepts and problems– Vikas Publishing, New Delhi.

References

1. Fisher Donald and Jordan Ronald, *Security Analysis & Portfolio Management* Prentice Hall of India.
2. Francis Jack Clark, *Investment Analysis and Management*, McGraw Hill.
3. Chandra Prasanna, *Investment Management*, Tata McGraw Hill.

Course Reference Support



Journals and Magazines

Journal of Finance
The Review of Financial Studies
Journal of Financial Economics
Journal of Accounting and Economics
Journal of Financial and Quantitative Analysis
Journal of Banking and Finance
Journal of International Financial Management and Accounting

Websites

The Economic Times
Moneycontrol
Business Standard
Livemint

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan



SESSION NO:	TOPICS COVERED	REMARKS
	Module 1	
1.	Concept of Investment: What is investment? Difference between investment, speculation and gambling	
2.	Introduction to different investment avenues: Investment instruments-	
3.	Investment instruments: Debt instruments and equity instruments- Derivatives	
4.	Primary market: Functions of primary market-players and institutions of primary market	
5.	Secondary market: Functions of secondary market-players and institutions of secondary market	
6.	Stock exchanges in India	
7.	Depositories: Concept of depositories and its relevance in the Indian Financial System	
8.	SEBI and its regulations	Assignment
	Module 2	
9.	Investment alternatives in detail.	
10.	Relationship between risk and return: application of this principle in investment selection process	
11.	Risk: sources of risk-systematic risk and unsystematic risk. Using different types of risks to our advantage	
12.	Minimizing risk exposure by measuring risk	
13.	Risk measurement: Problems	
14.	Risk Measurement: Problems	
15.	Bond basics and the concept of time value	
16.	Bond return : problems	
17.	Bond return : problems	
18.	Concept of yield to maturity	
19.	Bond value theorems	
20.	Bond value theorems cont.	
21.	Convexity and yield curve- Riding the yield curve	
22.	Bond Duration and Immunization	
23.	Bond Rating: Using bond rating to effectively manage bonds	
	Module 3	
24.	Concept of share valuation and factors influencing share valuation	



25.	Concept of return and holding period return	
26.	Multiple period return	
27.	Valuation models: Constant growth model	
28.	Two stage growth model	
29.	Three stage growth model	
30.	Earning model through P.E. Ratio	
31.	Whitbeck Kisor model	
32.	Preferred Stock Valuation	
33.	Introduction to fundamental analysis	
34.	Economic and Industry analysis	
35.	Company analysis on the basis of earnings	
	Module 4	
36.	Introduction to technical analysis	
37.	Dow theory	
38.	Primary trend, secondary trend and minor trend	
39.	Indicators: Odd lot trading	
40.	Moving average	
41.	Moving average convergence and divergence	
42.	Rate of change index and relative strength index	
43.	Chart analysis- Types of charts	
44.	Chart analysis-Types of charts continued	
45.	Chart analysis-Types of charts continued	
46.	Random walk theory	
47.	An introduction to market efficiency: Weak form., Strong form and semi strong form	
48.	Market inefficiencies	
	Module 5	
49.	Introduction to portfolio construction	
50.	Approaches to portfolio construction	
51.	Diversification: Simple diversification	
52.	Markowitz model	
53.	Risk and return with different correlation	
53.	Risk and return with different correlation cont.	
54.	Markowitz efficient frontier	
55.	Sharpe index model: Sharpe's optimal portfolio	
56.	Capital asset pricing theory	
57.	Arbitrage Pricing theory	
58.	Portfolio evaluation: Jensen's model and Treynor's model	
59.	Sharpe's performance index	
60.	Portfolio revision.	



ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : Training and Development
Semester : IV
Session : November – March 2018
Batch : 2016 - 2018
Subject Code : PMH4CST0216
No. of credits :
Prepared by : Dr. Geo Jos Fernandez
Email : gfernandez@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9411341059

Approved By


HoD


Principal

Albertian Institute of Management
Banerji Road
Ernakulam
Kochi 682018

Tel : +91-484-2355844 / 45
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Training and Development
Course Code:
Faculty: Dr. Geo Jos Fernandez

Course Objectives

To familiarize the participants with the scope and applications of Training and Development in Human Resource Management and to enable the students in designing and implementation of training in an organization.

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation(5), assignments (10), Internal seminars/Quiz (5), Role Plays (5) and continuous evaluation tests(10)

Students can also score internal marks by complying with the following re-requisites(pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment



- career development Actions and programs - career problems and solutions - guidelines for Career management. Concept of management development - need and importance of Management development - management development process- Leader centered techniques of management development.

References

1. Goldstein Irwin L, Training in Organizations - Needs Assessment, Development & Evaluation, Wordsworth Publication
2. Lynton & Parekh, Training for Development, Sage Publication
3. Robert L. Craig, ASTD Training and Development, McGraw Hill Publication
4. Dugan laird- Approaches to Training and Development, Perseus Publishing 2003
5. Rao TV , Readings in HRD, Oxford & IBH

Faculty Details

Website : <http://aim.edu.in/dr-geo-jos-fernandez/>
Email : gfernandez@aim.edu.in
Mobile :09411341059

Assignments

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

	42-43	ROI on Training.
Module 5	44-45	Human resource development concept - HRD at micro and macro levels
	46-47	Human resource development concept - Sub systems of HRD
	48-49	Human resource development concept - role of HRD function
	50-52	Concept of career – career Stages - career planning and development
	53-54	Concept of career - need - steps in career Planning - methods of career planning and development
	55-56	Concept of career - career development Actions and programs - career problems and solutions - guidelines for Career management
	57-58	Concept of management development - need and importance of Management development
	59-60	Management development process- Leader centered techniques of management development.



ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Retail Business Management**
Semester : **IV**
Session : **November – March 2018**
Batch : **2016 - 2018**
Subject Code : **PMM4CST0116**
No. of credits :
Prepared by : **Shini C.M.**
Email : shiniy@aim.edu.in
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LESSON PLAN

Course : MBA
Semester: IV

Name of Faculty: *SHINY.C.M*
Subject : *Retail Business Management*

Week	Session	Topics	Description
1	1	Retailing - Definition, Functions, Importance	
	2	Types of Retailing, Organized & Unorganized, Store and Non-store	
	3	Retailing in India - Current Scenario	
	4	Retailing from International Perspectives;	
2	5	Consumer Buying Decision Process	
	6	Influencing Factors	
	7	Consumer Shopping Behaviour.	
	8	Case Study	
3	9	Retail Planning - Purpose, Method	
	10	Structure and Monitoring the Plan	
	11	Retail Marketing mix - Strategies	
	12	Retail Brand Management	
4	13	..	
	14	Positioning, Personality,	
	15	Merchandise Management	
	16	Meaning, Methods, Assortment and Inventory	
5	17	Purchase Negotiation	



Week	Session	Topics	Description
	18	Supply Channel and Relationship	
	19	SCM Principles, and Retail Logistics	
	20	"	
6	21	Case study	
	22	Test 1	
	23	Retail Location Decisions	
	24	Trading Area Analysis	
7	25	Types of Locations	
	26	Site Evaluation	
	27	Store Design - Layout and Space Management	
	28	Visual Merchandising and Displays	
8	29	Retail Pricing - Approaches	
	30	Influencing Factors	
	31	Price Sensitivity and Mark down Policy – EDLP	
	32	Case study	
9	33	Test 2	
	34	Retail Promotion	
	35	Setting Objectives	
	36	Role of Advertising, Sales Promotion	
10	37	Personal Selling, Public Relations	
	38	Relationship Marketing in Retailing	
	39	Human Resource Issues and	



Week	Session	Topics	Description
		Considerations	
	40	Customer Service Management	
11	41	Case study	
	42	Test 3	
	43	Impact of Information Technology in Retailing	
	44	Integrated Systems and Networking	
12	45	EDI, Bar Coding, RFID	
	46	Customer Database Management	
	47	Electronic Retailing - Role of Web	
	48	Online Retailing	
13	49	Factors to be considered in having a Website	
	50	Limitations of Web and Future Trends	
	51	Consumerism in retailing	
	52	Ethics in Retailing	
14	53	Social and Green issues	
	54	Retail Audit.	
	55	Case study	
	56	Test 4	
15	57	Student Presentations	
	58	"	
	59	"	
	60	"	

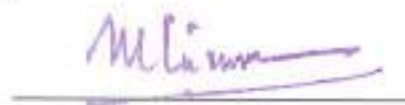
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Planning & Implementing IT Strategies**
Semester : **IV**
Session : **Dec. – Mar 2018**
Batch : **2016 - 2018**
Subject Code : **PMS3CST01**
No. of credits :
Prepared by : **Ms. Indu George**
Email : **indu@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **9496119591**

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Kochi 682018



Planning & Implementing IT Strategies

Course Code:PMS3CST01

Faculty: Ms. Indu George

This course is aimed at developing an understanding of planning and implementing IT strategies in an organization with reference to various issues and concerns imperative to implementation of strategies

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

Learning Outcomes

1. Students would be exposed to various perspectives and concepts in the field of IT implementation
2. The students would be able to understand the principles of IT strategy formulation, implementation and control in organizations.
3. The students will develop skills for applying these concepts to the solution of Business problems they encounter in organisations
4. Students would be able to critically examine the different tools & techniques of IT planning & implementation



MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

SYLLABUS

Module I Technology Transforms IT Organizations – Why IT Strategy is required? What are the various dimensions of IT Strategy - Value propositions – Managerial decisions – Transforming organization - Aligning Business Objectives with IT Strategy – Six important trends – Value chains – Five forces model – Dynamic model – New business models – analyzing business models – Transformation with IT – IT variables for designing organizations – T-Form organization – New management challenges.



Module II Globalization and international business – International business strategies

– Key issues – Virtual firms and IT – Business models and IT management – IT investment opportunities matrix – IT and investment equation – Investment decision – guidelines for IT investment – Choosing technology – Outsourcing – Pros and Cons, Objectives.

Module III Implementing IT – Research implementation – Implementation strategy – Implementing IT based transformations – Disaster recovery and Business continuity – managing IT function – Management control of IT – Control theory – Failure control – information control – Technology, Process and People dimension of IT Strategy - group decision making.

Module IV Impact of the components – First component Computer systems – Second component Database – Third component Powerful networks – Neural networks – Cloud – grid computing - Future technology – IT Strategy focus points for 2011 and 2012 and beyond.

Module V Decision and intelligent systems – Expert systems and AI – (SCM) Supply Chain Management – (CRM) Customer Relationship Management – Knowledge Management – Ethical issues in corporate governance and IT – virtual organization – monitoring SLAs' (Service Level Agreements).

References:

1. Henry C. Lucas, *Information Technology – Strategic Decision Making for Managers*, Wiley - India Edition.
2. Rich Schiesser, *IT Systems Management*, PHI.

Faculty Details

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Name :Ms. Indu George
Website :www.aim.edu.in
Email :indu@aim.edu.in
Mobile: 9496119591

Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include major players in the Ecommerce software area and market report.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. IEEE Transactions on Industrial Informatics
2. Information Sciences
3. Knowledge-Based Systems
4. Information Fusion
5. Expert Systems with Applications
6. IEEE Transactions on Big Data
7. Knowledge and Information Systems
8. Information and Software Technology



9. Information Processing and Management
10. MIS Quarterly: Management Information Systems
11. Journal of Management Information Systems
12. Data Mining and Knowledge Discovery

Websites

1. www.tutorialspoint.com
2. www.citeops.com/
3. www.Khan Academy.com
4. www.Udacity.com
5. www.Envato Tuts+.com
6. www.Study.com.com

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Session plan

Sessions		Exercises
MODULE-1		
1,2	Technology Transforms Organizations	
3,4	Value proposition	
5	Managerial decisions on being a manager	
6,7	Six important trends in IT	Presentation
8	Electronic commerce	
9,10,11	Dynamic model of IT strategy in a business- Value Chains and Competitive Forces	



12,13	Five Forces Model	
14,15,16	New Business models-Internet, E-commerce, Retail Sales Model, B2B E-commerce, Revenue Model	Presentation
17,18	Comparative analysis of business models	Case Study
19	Organizational Transformation with IT	
20,21,22	IT variables for Designing Organizations--- Structural, Work Process, Communications, Inter-organizational relations	
23	Building a T-form organization	
24	Module I	Test Paper
MODULE-II		
25,26	Globalization and IT in International Business	
27	Impact of Globalization on business	
28	Managing IT internationally	
29	Transactional Virtual firms and IT	
30,31,32	Business Models and IT Management- Independent operations, Headquarters driven, Intellectual synergy and Integrated global IT	Presentation
33	IT investment Opportunities Matrix	
34,35	Choosing Technology- Decision Context, Buying Applications Packages, Enterprise software packages, Making a final decision.	
36	Pros & Cons of Outsourcing	
37	Module II	Test Paper
	IAT-1	
MODULE-III		
38	IT Implementation- Failures of IT implementations	
39,40,41	Implementation Process, Implementation Strategy, Implementation Framework	
42,43	Management Control of IT- Control theory, Control in the organization, Failure of control, Information and Control	
44	Control of Operations	Presentation
45	Auditing of Information systems	
46	Module III	Test Paper
MODULE-IV		
47,48	Components of IT- First Component Computer Systems- Computer systems	Assignment
49,50	Second Component Computer Systems- Importance of database, DBMS software, Data Warehouse, Data Mining	
51,52	Third Component Computer Systems- Networks- Building Private Networks, Neural networks	
53	IT Strategy Points for 2011 and 2012.	Presentation

54	Module IV	Test Paper
MODULE-V		
55	Decision Support Systems, GDSS	Presentation
56	Expert Systems: Applied AI	
57	CRM, SCM	
58,59	Knowledge Management- Nature of Information and knowledge, Creating knowledge bases	
60	Ethical issues in IT- Corporate Governance and IT	Presentation
	IAT-II	



ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : **Consumer Behaviour**
Semester : **IV**
Session : **Dec- March 2018**
Batch : **2016 - 2018**
Subject Code : **PMM3CST02**

No. of credits :
Prepared by : **Dr. Shiny C.M.**
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Mobile : **09446345377**

Approved By



HoD



Principal

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Consumer Behaviour
Course Code: PMM3CST02
Faculty: Dr. Shiny C.M.

Course Objectives

Consumer behaviour helps understand how individuals, groups, or organizations and all the activities associated with the purchase, use and disposal of goods and services, and how the consumer's emotions, attitudes and preferences affect buying behaviour. Better understanding of the factors influencing the buyer behaviour helps companies formulate suitable strategies to satisfy the consumers.

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Student would be able to understand and evaluate the industrial and consumer decision making process
2. Student would be able to analyse the psychological factors that influence purchasing decision of consumers
3. Student would be able to understand and analyse the impact of sociological factors on consumers



4. Students would be able to analyse and create proper strategies to make the consumers satisfied

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√			√			
CO 2		√			√		√
CO 3			√			√	√
CO 4	√			√			

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)



Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Class test

Syllabus

MM03 - CONSUMER BEHAVIOUR

Module I: Introduction to Consumer Behaviour: Nature and Importance of Consumer Behaviour, Application of Consumer Behaviour in Marketing - Factors influencing Consumer Behaviour - Consumer Research Process



Models of CB - Nicosia, Howard & Sheth, Engel-Kollat Blackwell Models
Levels of Consumer Decision Making - EPS,LPS,RRB.

Module II: Individual Determinants of Consumer Behaviour: Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives. Personality: Nature, Theories, Self concept, Psychographic and Life Style - Perception: Process, Consumer Imagery, Perceived Risk-Learning: Principles, Theories - Attitude: Structural Model of Attitude, Attitude formation & Change.

Module III: Group Determinants of CB: Reference Group Influence: Types of Consumer Relevant Groups, Factors affecting Group Influence, Application of Reference Group Concept - Family: Functions of Family, Family Decision Making, Family Life Cycle - Opinion Leadership and Personal Influence - Diffusion of Innovation: Adoption process, Diffusion process.

Module IV: Environmental Influences on CB: Social Class, Life Style Profile of Social Class Application to CB, Social Class Mobility - Culture: Meaning, Characteristics, Factors affecting Culture, Role of Customs, Values and Beliefs in Consumer Behaviour, Sub-culture: Meaning, Sub-culture Division and Consumption Pattern in India, Types of Sub-cultures, Cross-cultural Consumer Analysis: Similarities and Differences among People, Cross-cultural Marketing Problems in India, Strategies to Overcome Cross-cultural Problems.

Module V: Organisation and Consumers: Factors Influencing Organisational Buying Behaviour – Consumer and Marketer - Marketing Communication and Persuasion, Developing Persuasive Communication – Market Regulation – Customer Dissatisfactions – Consumer Protection Act.

References

1. David L. Loudon and Albert J Della Bitta, *Consumer Behaviour*, Tata McGraw Hill.
2. Leon G.Schiffman and Leslie Lasar Kanuk, *Consumer Behaviour*, Pearson Education, India.

Course Reference Support



Journals and Magazines

1. Journal of Consumer behavior
2. Journal of Consumer Research
3. Journal of Consumer Psychology
4. Journal of Marketing

EBSCO Journals

1. International Journal of Research in Marketing
2. Journal of Consumer behavior
3. Journal of Consumer Research
4. Journal of Consumer Psychology

Websites

1. <https://www.lucidchart.com/blog/consumer-decision-making-process>
2. <https://www.managementstudyguide.com/psychological-factors-affecting-consumer-behaviour.htm>
3. <https://communicationmgmt.usc.edu/blog/consumer-behavior-in-2019-5-trends/>
4. www.freedmaninternational.com/insights/8-current-trends-in-consumer-behaviour-around-the-world/
5. Marketsandorganizations.com
6. <https://college.cengage.com/school/ebooks/053849106X/chapter16.pdf>

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
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- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed



Lesson Plan

Module	Session No	Covered Topics
Module 1: Introduction to Consumer Behaviour	1	Introduction to consumer behaviour
	2	Consumer Behaviour
	3	Nature & Relevance of Consumer Behaviour studies in marketing decisions
	4	Nature & Relevance of Consumer Behaviour studies in marketing decisions
	5	Factors influencing consumer behaviour
	6	Factors influencing consumer behaviour
	7	Consumer Research Process -Models of CB - Nicosia, Howard & Sheth, Engel-Kollat Blackwell Models
	8	Consumer Research Process -Models of CB - Nicosia, Howard & Sheth, Engel-Kollat Blackwell Models
	9	Buyer roles assumed by consumers
	10	Levels of consumer decision making
Module II: Individual Determinants of Consumer Behaviour	11	Individual Determinants of Consumer Behaviour
	12	Motivation
	13	Dynamic Nature of Motivation
	14	Arousal of Motives
	15	Personality: Nature, Theories
	16	Personality: Nature, Theories
	17	Self concept,
	18	Psychographic and Life Style
	19	Perception: Process, Consumer Imagery
	20	Perceived Risk-Learning: Principles, Theories
	21	Attitude: Structural Model of Attitude
	22	Attitude formation & Change
	23	Group Determinants of CB



Module III: Group Determinants of CB	24	Reference Group Influence	
	25	Types of Consumer Relevant Groups	
	26	Factors affecting Group Influence	
	27	Factors affecting Group Influence	
	28	Application of Reference Group Concept	
	29	Application of Reference Group Concept	
	30	Family: Functions of Family	
	31	Family Decision Making	
	32	Family Decision Making	
	33	Family Life Cycle	
	34	Opinion Leadership and Personal Influence	
	35	Opinion Leadership and Personal Influence	
	36	Diffusion of Innovation: Adoption process, Diffusion process	
	37	Diffusion of Innovation: Adoption process, Diffusion process	
	38	Diffusion of Innovation: Adoption process, Diffusion process	
	Module IV: Environmental Influences on CB	39	Social Class
		40	Life Style Profile of Social Class Application to CB
		41	Social Class Mobility
42		Culture: Meaning, Characteristics	
43		Factors affecting Culture,	
44		Role of Customs, Values and Beliefs in Consumer Behaviour	
45		Sub-culture: Meaning	
46		Sub-culture Division and Consumption Pattern in India	
47		Types of Sub-cultures	
48		Cross-cultural Consumer Analysis	
49		Similarities and Differences among People	
50		Cross-cultural Marketing Problems in India	
51		Strategies to Overcome Cross-cultural Problems	

Module V: Organisation and Consumers	52	Factors Influencing Organisational Buying Behaviour
	54	Consumer and Marketer
	55	Marketing Communication and Persuasion
	56	Developing Persuasive Communication
	57	Market Regulation
	58	Customer Dissatisfactions
	59	Consumer Protection Act
	60	Consumer Protection Act



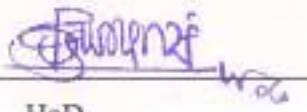
ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

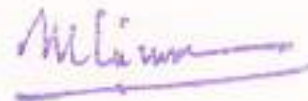
Ernakulam

Programme : Master in Business Administration
Course : Working Capital Management
Semester : IV
Session : DECEMBER- MARCH
Batch : 2016 - 2018
Subject Code : PMF4CST02
No. of credits :
Prepared by : Nidhin Johny
Email : nidhin@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 09995771112

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HoD



Principal

Albertian Institute of Management
Banerji Road
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WORKING CAPITAL MANAGEMENT

Course Code: PMF4CST02

Faculty: Mr. Nidhin Johny

Course Objectives

This course provides a comprehensive analysis on how to manage working capital, working capital financing policies, increasing profits through working capital management and how to properly fund working capital. The course also discusses the cash conversion cycle, budgeting and credit policy.

1. To help the students understand the importance of working capital
2. To enhance the financial decision making abilities of the students
3. To equip them with the various tools of working capital management

Program Outcomes

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Discover basic understanding of a company's working capital structure.
2. Identify how to manage working capital to increase profits.



3. Identify how to calculate the cash conversion cycle.
4. Explore and establish knowledge of working capital in the budgeting process and credit policy.

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	2	1	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	1	0	2	1
CO 4	2	3	0	3	1	2	1

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs



The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test



Syllabus

Module I Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital- Approaches to estimation of working capital – operating cycle approach.

Module II Management of inventories – determination of optimum inventory – Inventory management techniques – Levels of inventory.

Module III Overview of management of receivables – credit and Collection policy – Credit standards – Credit terms – Credit analysis –management of payables – Maturity matching.

Module IV Management of cash – Accelerating cash inflows – Managing collections – Concentration banking –Control of disbursements – models for determining optimum level of cash – inventory model, stochastic – Cash budgeting.

Module V Sources of working capital finance – Long term – Short term.

i. Text book

1. P. Perisamy – Working capital management - Himalaya Publishing, New Delhi.

References

1. I M Pandey, *Working Capital Management*, Vikas Publication, India
2. V K Bhalla, *Working Capital Management*, Vikas Publication, India
3. Krish Rangarajan, Anil Mishra, *Working Capital Management* –Excel Publication, New Delhi.
4. Satish P Mathur, *Working Capital Management & Control*- New Age Publication, New Delhi.

Course Reference Support

Journals and Magazines

- Journal of Finance
- The Review of Financial Studies
- Journal of Financial Economics
- Journal of Accounting and Economics
- Journal of Financial and Quantitative Analysis



Journal of Banking and Finance

Journal of International Financial Management and Accounting

Websites

The Economic Times

Moneycontrol

Business Standard

Livemint

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan

SESSION NO:	TOPICS COVERED	REMARKS
	Module 1	
1.	Working capital- Meaning and introduction	
2.	Need and importance of working capital	
3.	Factors determining working capital	Discussion on various factors which influence W.C.
4.	Liquidity vs profitability	



5.	Theories of working capital	Approaches of working capital finance
6.	Estimation of working capital	Discussion on various methods to calculate working capital requirements
7.	Exercises on working capital estimation	Sales approach, operating cycle approach
Module 2		
8.	Inventory management	Meaning
9.	Need for inventory management	
10.	Problems associated with excess inventory	
11.	Problems associated with deficient inventory	
12.	Determination of optimum inventory	
13.	EOQ model	
14.	Exercises on EOQ model	
15.	FIFO method	
16.	LIFO method	
17.	Base stock method	
18.	ABC analysis	
19.	VED analysis	
Module 3		
20.	Introduction to management of receivables	
21.	Objectives of credit policy	
22.	Optimal credit policy	
23.	Credit policy variables	
24.	Credit terms	
25.	Credit standards	
26.	Collection policy and credit analysis	
27.	Maturity Matching	
Module 4		
28.	Importance of cash management	
29.	Cash management cycle	
30.	Objectives of cash management	
31.	Cash planning: Cash budgeting, cash forecasting	
32.	Managing cash inflow: accelerating cash flows	
33.	Methods of reducing deposit float	
34.	Concentration banking	
35.	Lock box system	
36.	Managing cash outflow: playing the float	
37.	Determining optimal cash balance: Graphical method	
38.	Determining optimal cash balance: Baumol model	



39.	Determining optimal cash balance: Miller and Orr model	
40.	Managing surplus cash	
41.	The idle cash problem	
42.	Avenues for investment	
	Module 5	
43.	Working capital finance	
44.	Sources of working capital finance	
45.	Sources of working capital finance	
46.	Working capital finance in India	
47.	Regulation of working capital finance in India	
48.	Chore Committee report	
49.	Tandon Committee report	
50.	MPBF	


ALBERTIAN INSTITUTE OF MANAGEMENT
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Ernakulam

Programme : **Master in Business Administration**
Course : **Human Resource Information System**
Semester : **IV**
Session : **Dec. – Mar 2018**
Batch : **2016 - 2018**
Subject Code : **PMH4CST01**
No. of credits :
Prepared by : **Ms. Indu George**
Email : **indu@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **9496119591**

Approved By



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Principal

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Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Kochi 682018

Human Resource Information System

Course Code:PMH4CST01

Faculty: Ms. Indu George

Introduction

This course provides a learner with fundamental Principles of Human Resource Information System and helps a learner to develop specific Human Resource Information System Skills, Competencies needed by professionals

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

Learning Outcomes



1. The student will be able to understand the role of HRIS and evaluate system considerations while designing HRIS
2. The student will be able to identify system needs by evaluating departmental requirements
3. The student will be able to compare and contrast traditional and technology based recruitment and selection techniques
4. The student will be able to critically examine the information security and privacy challenges and suggest techniques to overcome them

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

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- Undertaking/Participating in professional surveys (based on certification)
- Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
- Membership in Professional bodies(only in one semester)
- Prize winners in Management games
- Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Presentations : Students are divided into groups to make presentations on the different labour and welfare laws in HR. This will help the students to improve their overall knowledge, communication skills, attitude and confidence

Assignments: Assignments must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

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Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

SYLLABUS

Module I Introduction: Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Standard Software and Customized Software; HRIS – An Investment; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal (only data input, output & screens).

Module II HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control.

Module III Human Resource Accounting – Concept, Objectives , Converting Human data in to money value- Different methods of HRA, Limitations of Human Resource Accounting – Investment Approach, Investment in human resources , Recruiting Costs, Depreciation, Rates of Return, Measuring return of human assets, Prevention of Human Resource Wastage.

Module IV Organization Climate Approach – Improvement and deterioration of organizational climate, Responsibility accounting and Management control Behavioural aspects of Management Control; Human resources as social capital, Mentoring and development of social capital, Social control, HR accounting and benchmarking.



Module V Personnel costs, Audit Techniques, HR Audit, HRD Audit, HRD
Score Card Accounting and Financial Statements.

References

1. Michael Armstrong, *A Handbook of Human Resource Management Practice*, Kogan Page.
2. Jac Fitz-enz, et al, *How to Measure Human Resource Management*, McGraw Hill.
3. M. Saeed, D.K. Kulshreshtha, *Human Resource Accounting* Anmol Publications.
4. Prabakara Rao, *Human Resource Accounting*, Inter India Publications, New Delhi.

Text Book :

1. Michael Armstrong, *A Handbook of Human Resource Management Practice*, Kogan Page.

References

1. Jac Fitz-enz, et al, *How to Measure Human Resource Management*, McGraw Hill.
2. M. Saeed, D.K. Kulshreshtha, *Human Resource Accounting* Anmol Publications.
3. Prabakara Rao, *Human Resource Accounting*, Inter India Publications, New Delhi.

Faculty Details

Name :Ms. Indu George
Website :www.aim.edu.in
Email : indu@aim.edu.in
Mobile : 9496119591

Assignments / Case Studies



Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include the recruitment methods and training methods followed in the organisation

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Declamations
- Presentations
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. Human resource Management Journal
2. The Journal of Human Resources
3. Journal of Management
4. Industrial Relations
5. Journal of Human Resources
6. Leadership -Quarterly
7. Journal of Organisational Behaviour
8. Organisational Sciences
9. Organisation Behaviour and Human decision Processes
10. Harvard Business Review
11. HRMagazine



12. Workforce Magazine

Websites

1. www.citeHR.com
2. www.ignou.ac.in
3. www.hrzone.com
4. www.study.com
5. www.thehrcapitalist.com
6. www.humanresourcesmba.com
7. www.tutorialspot.com
8. [www. Classcentral.com](http://www.Classcentral.com)
9. www.tutorialspoint.com
10. www.Khan Academy.com
11. www.Udacity.com
12. www.digitahrtech.com

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Topics	Hrs	Description
Module1: Introduction		



Data & Information needs for HR Manager	4	<ul style="list-style-type: none"> - Concept & importance of HRIS - advantages & Disadvantages of HRIS - Stages in collecting and implementing HRIS - Types of Sub systems
Role of IT in HRM, IT for HR Managers	3	<ul style="list-style-type: none"> - Basic system requirements of HRIS - Sources of Data - Data and information requirements of HR managers
Structure, & Mechanics of HRIS, Sources of Data	2	<ul style="list-style-type: none"> - Structure of HRIS - Key mechanisms of HRIS
Standard Software and Customized Software; HRIS – An Investment;	2	<ul style="list-style-type: none"> - eHRM - Standard Software and Customized Software - HR oriented ERP and its advantages
Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal (only data input, output & screens).	2	<ul style="list-style-type: none"> - SAP - Oracle eBusiness Suite - Ramco's Marshal
Module2: HR Management Process & HRIS		
Modules on MPP	5	<ul style="list-style-type: none"> - Manpower planning & HRIS - HRP at Macro level - Micro environment affecting HRP - Steps in Manpower planning using HRIS
Recruitment, Selection & Placement	2	<ul style="list-style-type: none"> - Role of HRIS in recruitment & Selection - Doing recruitment using HRIS - Completing the selection process using HRIS - HRIS and placement
Module on PA System	2	<ul style="list-style-type: none"> - PA & HRIS - Methods of PA - Steps in PA using HRIS
T & D Module	2	<ul style="list-style-type: none"> - Role of HRIS in T & D - Completing the T & D process using HRIS
Module on Pay & related dimensions	1	<ul style="list-style-type: none"> - Compensation Management & HRIS

		- Doing Payroll using HRIS
Planning & Control, Information System's support for Planning & Control.	3	- Key functional modules - Types of PADS - Managing Control using HRIS
Module 3: Human Resource Accounting		
Human Resource Accounting – Concept, Objectives, Limitations of Human Resource Accounting,	1	- Concept, Objectives & importance of HRA - Phases in the Design & Implementation of HRA - Limitations of HRA
Converting Human data in to money value	2	- Valuation of Human Assets - Types of Human assets
Different methods of HRA	2	- Cost based Approach - Monetary Value based Approach - Non Monetary Value based Approach
Investment Approach	2	- Investment Approach to Human Resources
Investment in human resources	2	- Historical Cost of Human Resources - Categories of Historical Cost

Measuring return of human assets	3	- Rate of Return on Human Resources - Parameters for Calculating Return on Investment in Human Resources - HR Cost Analysis - Developing an HR Costs Checklist
Prevention of Human Resource Wastage	3	- Labour turnover - Idle Time - Absenteeism
Module 4: Organization Climate		
Organization Climate Approach	2	- Significance of Organizational Climate - Models of Organisational behaviour

		- Impact of the models on Organisational behavior
Improvement and deterioration of organizational climate	2	- Factors that improve Organisational Climate - Factors that deteriorate Organisational Climate
Responsibility accounting	2	- Concept and objectives of Responsibility accounting - Steps in Responsibility Accounting - Components of responsibility Accounting - Benefits of responsibility Accounting - Responsibility TReporting
Management control, Behavioural aspects of Management Control	2	- Process of Management Control System - Techniques used Management Control
Human resources as social capital, Mentoring and development of social capital	1	- Dimensions of Social Capital - Applications of Social Capital
Social control	1	- - Concept of Social Control - Types of Social control
HR accounting and bench-marking.	1	Role of HRA in Benchmarking 11
Module 5: HR Audit		
Personnel costs	1	- Factors included in calculating Personnel costs
HRD Audit ,audit techniques	2	- Concept, Objectives,Scope of HRD Audit - Levels of HR Auditing- Steps in HRD Audit - Tehniques used for HRD Audit - HRD Audit Report Design
HRD Score Card	2	- Dimensions of HRD Score Card
Accounting and Financial Statements	1	- Positioning HR Costs in Financial Statements -Analysing Accounting & Financial statements
	60	



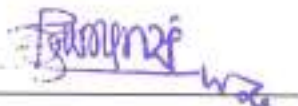


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

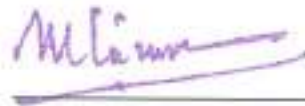
Programme : **Master in Business Administration**
Course : **Managing Interpersonal and Group Processes**
Semester : **IV**
Session : **Dec – March 2018**
Batch : **2016 - 2018**
Subject Code : **PMH3CST04**

No. of credits :
Prepared by : **Dr. Shiny C.M.**
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HoD



Principal

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Kochi 682018

Tel : +91-484-2355844 / 45
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Managing Interpersonal and Group Processes

Course Code: PMH3CST04

Faculty: Dr. Shiny C.M.

Course Objectives

Managing Interpersonal and Group Process helps managers to understand the individual needs and interpersonal dynamics to manage groups effectively and efficiently. There is a wide difference in the nature and functions of groups that exist in the society as well as in the organizations. The subject helps in applying the concepts and theories related to interpersonal and group processes.

1. To provide basic understanding of interpersonal and group processes
2. To sensitize the participants about team building and team work

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Students will be able to understand the importance and functioning of groups and teams in an organisation and analyse the results of teamwork in various organisations
2. Students will be able to acquire the team skill



3. Students will be able to apply the interpersonal and group processes theories learned johari window
4. Students will be able to design a conflict resolution method for manufacturing and service organisations

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1		√		√			
CO 2			√			√	√
CO 3			√	√			√
CO 4	√				√		√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment



Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted *via* e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion

Syllabus



**HRM 05- MANAGING OF INTERPERSONAL AND GROUP
PROCESS**

Module I	Intrapersonal process- Understanding human behaviour, Self concept, Perception, Attention, Distraction, Attitude, Occupational stress, Spill over and coping, Impression management.
Module II	Memory process and types- Intelligence, Intelligence quotient – Emotions; Emotional intelligence, Emotional quotient.
Module III	Interpersonal process – Transactional analysis & Johari window helping process, Practical applications, Interpersonal Communication and feedback, Interpersonal styles.
Module IV	Group and intergroup process- Group formation and group process, Group Dynamics, Group cohesiveness - Team development and team functioning, Conflict collaboration and competition, Sensitivity training.
Module V	Organizational process-An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness.

Reference

1. VSP Rao, *Organizational Behaviour*: Excel Books.
2. Stephen.P.Robbins, *Organizational Behaviour*: Prentice Hall.
3. P.G. Aquinas, *Organizational Behaviour: Concepts, Realities, Applications and Challenges*, Excel Books.
4. Clifford T Morgan, Richard A King, John R Weiz, John Schopler, *Introduction to Psychology*; Tata McGraw Hill.

Course Reference Support

Journals and Magazines

1. Journal in Organisational Behaviour
2. Research in Organisational Behaviour
3. Journal of Career Assessment
4. Human Resources Development Review

EBSCO Journals

1. Journal in Organisational Behaviour
2. Research in Organisational Behaviour
3. Journal of Career Assessment



4. Human Resources Development Review
5. Annual Review of Organisation Psychology and Organisation Behaviour

Websites

1. <https://theinvestorsbook.com/johari-window.html>
2. <https://www.goodtherapy.org/learn-about-therapy/types/transactional-analysis>
3. <https://www.businessballs.com/building-relationships/transactional-analysis-eric-berne/>
4. <https://www.teambonding.com/6-reasons-for-team-building/>

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan

Topics	Session	Description
Module I Intrapersonal process- Understanding human behaviour, Self concept, Perception, attention, Distraction, Attitude, Occupational stress, Spill over and coping, Impression management.	1	Intrapersonal process
	2	Understanding human behavior- Individual behaviour
	3	Group behaviour
	4	Organisational behaviour
	5	Self Concept-
	6	Personality determinants, self-esteem, self-efficacy, personality traits,
	7	Perception- meaning, significance,
	8	Perceptual selectivity factors influencing perception
	9	Social perception
	10	Attention,



	11	Distraction
	12	Attitude- concept
	13	Attitude and consistency, cognitive dissonance
	14	Occupational Stress- definition, causes,
	15	Stressors , effects, coping with stress
	16	Spill over and coping
	17	Impression management- the process
	18	strategies used by employees
	19	Case study
Module II Memory process and types- Intelligence, Intelligence quotient – Emotions; Emotional intelligence, Emotional quotient.	20	Memory process
	21	Memory - types
	22	Intelligence –types of intelligence
	23	IQ
	24	Emotions
	25	Emotional intelligence
	26	Emotional quotient
	27	Tests of intelligence and emotional quotient
Module III Interpersonal process – Transactional analysis & Johari window helping process, Practical applications, Interpersonal Communication and feedback, Interpersonal styles.	28	Case study
	29	Interpersonal process
	30	Transactional analysis
	31	„
	32	„
	33	Johari window -Helping process
	34	Practical applications
	35	Interpersonal Communication and feedback
	36	„
	37	Interpersonal styles
	38	„
Module IV Group and intergroup process- Group formation and group process, Group Dynamics, Group cohesiveness – Team development and team functioning, Conflict	39	Case study
	41	Group and intergroup process
	42	Group formation and group process
	43	Group Dynamics
	44	Group cohesiveness
	45	Team development and team functioning



collaboration and competition, Sensitivity training.	46	"
	47	Conflict collaboration and competition,
	48	"
	49	Sensitivity training.
	50	Case study
Module V Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, organizational effectiveness.	51	Organizational process-
	52	An overview of major concepts on emerging trends-
	53	Power
	54	Politics
	55	Authority
	56	Integration and control
	57	Organizational climate
	58	Organizational culture
	59	Organizational effectiveness- ways and approaches
	60	Case study



ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : Principles and Practices of Management
Semester : I
Session : June – November 2017
Batch : 2017 - 2019
Subject Code : PMB1CRT0117
No. of credits :
Prepared by : Dr. Shiny C.M.
Email : shiny@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 09446345377

Approved By


HoD


Principal

Albertian Institute of Management
Banerji Road
Ernakulam
Kochi 682018

Tel : +91-484-2355844 / 45
Web : www.aim.edu.in



Principles and Practices of Management

Course Code: PMB1CRT0117

Faculty: Dr. Shiny C.M.

Course Objectives

Principles and Practices of Management helps understand various theories and practices to be followed in the organisations to achieve their goals and objectives effectively. The subject helps to acquire skills which are required by managers to perform various functions efficiently.

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Students will be able to understand and apply the functional roles responsibilities and skill of managers in the corporate world.
2. Students will demonstrate comparison and analyse the functions of management in manufacturing and service organisations.
3. Students will be able to develop and evaluate alternate managerial decisions and identify optimal solutions .
4. Students will demonstrate effective application capabilities of their conceptual understanding.



MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√				√		
CO 2				√			√
CO 3	√		√				
CO 4		√			√		√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
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Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)



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E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Class test

Syllabus

Module 1 Introduction

Management - Meaning, Definition and Nature; Evolution of Management – Management Thoughts -Early - Modern – Post-modern; Contributions of F.W. Taylor - Henry Fayol – Hawthorne Studies-Behavioural School of Management Approach. Levels of Management,



Skills required for a manager, managerial roles. Management Lessons from Indian Philosophy – Vision, Effectiveness, Efficiency and Teamwork.

Module 2 Planning

Functions of Management: POSDCORB; Characteristics of Management; Planning: - Meaning – nature – importance -Levels of planning. Objectives – setting objectives – Policies – Planning premises, Types of plans - Process of planning - Decision Making; MBO; Principles in Planning

Module 3 Organizing & Staffing

Organising: - Nature-Purpose-Principles-Organisational Structure and types - Departmentation - Centralization vs. Decentralization - Span of control- Delegation of Authority – Principles in Organising – Line Vs Staff Authority – Networking and Virtual Organizations Staffing: - Meaning, Principles in Staffing, Staffing Functions

Module 4 Leadership & Modern Trends

Directing:-Principles in Directing - Leadership – Leadership Traits – Leadership Styles – Emerging Trends in Management; Management of Creativity & Innovation – Creative Process – Managing E- Business World – Challenges – Management in Globalized Era – Organizational Social Responsibility

Module 5 Management Control

Control:- System and process of Controlling - Requirements for effective control - The Budget as Control Technique - Information Technology in Controlling – Control Techniques- Control and planning- Types of Control– Reporting - Co-ordination; Principles in Control and Co-ordination

Recommended Books:

1. K.Aswathapa, "Essential of Business Administration", Himalaya Publishing House
2. Harold Koontz & Heinz Weihrich, "Essentials of Management", Tata McGraw-Hill,1998
3. JAF Stomer, Freeman R. E and Daniel R Gilbert, "Management", Pearson Education, Sixth Edition, 2004.
4. Stephen P. Robbins and Mary Coulter, "Management", Prentice Hall of India, 8th edition.
5. Tripathy PC and Reddy PN, "Principles of Management", Tata McGraw-Hill, 1999.



6. Y.K. Bhusan, "Fundamentals of Business Organisation & Management"; Sultan Chand & Co., New Delhi

Course Reference Support

Journals and Magazines

1. Journal of Management
2. International Journal of Management
3. Academy of Management Journal
4. Journal of Leadership and Organisation
5. Journal of Knowledge Management

EBSCO Journals

1. International Journal of Science and Research
2. International Journal for Management and Business Research
3. International Journal for Management Science and Engineering Research

Websites

1. www.bplan.com
2. www.businessballs.com
3. www.greatleadershipbydan.com/
4. <https://www.bbgbroker.com/strategic-planning-process-6-steps/>

Instructions

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- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed



Lesson Plan

Topics	Hours	Description
Module1: Introduction Management - Meaning, Definition and Nature; Evolution of Management - Management Thoughts -Early - Modern - Post modern; Contributions of F.W. Taylor - Henry Fayol - Hawthorne Studies-Behavioural School of Management Approach. Levels of Management, Skills required for a manager,Managerial roles. Management Lessons from Indian Philosophy - Vision, Effectiveness, Efficiencyand Teamwork.	1	Management - Introduction to management
	2	Definitions of management, nature of management
	3	Evolution of management
	4	Management Thoughts - Early - Modern - Post modern;
	5	Contributions of F.W. Taylor - Henry Fayol
	6	Hawthorne Studies- Behavioural School of Management Approach.
	7	Levels of Management,
	8	Skills required for a manager, Managerial roles
	9	Management Lessons from Indian Philosophy
	10	Management is science or art , management as a profession
	11	Vision, Effectiveness, Efficiency and Teamwork.
Module 2 Planning Functions of Management: POSDCORB; Characteristics of Management; Planning: -Meaning - nature - importance -Levels of planning. Objectives - setting objectives - Policies - Planningpremises, Types of plans - Process of planning - Decision Making; MBO; Principles in Planning	12	Functions of management :POSDCORB
	13	Characteristics of management
	14	Planning: meaning and nature Importance of planning
	15	Levels of planning
	16	Objectives: setting objectives, policies
	17	Planning premises
	18	Types of plans
	19	Process of planning
	20	Decision making
	21	MBO
	22	Principles of planning
Module 3 Organizing & Staffing Organising: - Nature-Purpose-Principles-Organisational Structure	23	Organizing - nature and purpose
	24	Principles of organising
	25	Organization structure and types



and types - Departmentation -	26	Departmentation
Centralization vs. Decentralization -	27	Centralization vs. Decentralization - Span
Span of control- Delegation of	28	of control
Authority - Principles in Organising	29	Delegation of Authority
- Line Vs Staff Authority -	30	Principles in Organising
Networking and Virtual	31	Networking and Virtual Organizations
Organizations Staffing: -	32	Staffing: - Meaning,
Meaning, Principles in Staffing,	33	Principles in Staffing, Staffing Functions
Staffing Functions		Staffing Functions and elements
Module 4 Leadership & Modern	34	Directing: introduction, importance
Trends	35	Principles in Directing
Directing: - Leadership -	36	Leadership- examples
Leadership Traits - Leadership	37	Leadership styles
Styles - Principles in Directing -	38	Leadership -traits
Emerging Trends in Management;	39	Theories of leadership
Management of Creativity &	40	Emerging Trends in Management
Innovation - Creative Process -	41	Management of Creativity
Managing E-Business World -	42	Innovation
Challenges - Management in	43	Creative process
Globalized Era - Organizational	44	Managing E-business world
Social Responsibilities	45	Challenges of E-business world
	46	Management in globalised era
	47	Organizational social responsibilities
Module 5 Management Control	48	Control: system
Control:- System and process of	49	
Controlling - Requirements for	50	Process of controlling
effective control -the Budget	51	Requirements for effective controlling
as Control Technique - Information	52	Types of control
Technology in Controlling -	53	Budget as control technique
Control Techniques- Control	54	Information Technology in Controlling
and planning- Types of Control-	55	Control techniques
Reporting - Co-ordination;	56	Control and planning
Principles in Control and Co	57	Reporting
ordination	58	Coordination
	59	Principles of control



	60	Principles of co-ordination
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ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Business Communication**
Semester : **I**
Session : **June - November 2017**
Batch : **2017 - 2019**
Subject Code : **PMB1CRT0217**
No. of credits :
Prepared by : Ms. Indu George
Email : indu@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : **9496119591**

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Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Business Communication

Course Code:PMB1CRT0217

Faculty: Ms. Indu George

Business Communication helps sharing information between people within and outside a company. Effective business communication is essential for employees and management to interact to reach organizational goals. Its purpose is to improve organizational practices and reduce errors

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

1. The students are expected to have a strong understanding about the theoretical aspects of Business Communication and apply the same in specific work situations.

2. The students will be able to analyse different situations and create appropriate business letters.
3. The students will have the ability to develop and deliver oral presentations and speeches.
4. Students will have the ability to apply critical thinking skills to evaluate a given specific issue and develop effective business reports.

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

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- Membership in Professional bodies(only in one semester)
- Prize winners in Management games
- Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Declamations : Each of the students have to select a speech by a famous personality and deliver it with correct pauses and intonation. This will help the students to improve their overall communication skills, attitude and confidence.

Assignments: Assignments must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted *via* e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)



- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

SYLLABUS

Module 1 Introduction to Communication – Managerial Communication

The Concept and Significance of Managerial Communication- Internal Communication and External Communication - Objectives of Managerial Communication -Effective Communication Skills -7C's and 4 S's (Shortness , simplicity, strength sincerity) - Communication Environment and Communication Process

Module 2 Communication Barriers

External, Organizational and Personal Factors - Making Communication Effective. Improving interpersonal communication skills-Transactional Analysis

Module 3 Written Communication

Letters for different occasions- accepting/declining invitations, congratulating, consoling, conveying information – Social Communication - Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication. Work Place Communication – Minutes, Proposals, Memorandums, Press releases, Presentations, Profile of institutions, Speeches, Responding to enquiries and complaints, Resumes, Applications. Commercial/Business Letters and Principles of Effective Writing - Sample Letters.

Module 4 Verbal and Non Verbal Communication

Introduction - Public Speaking Skills - Role of audio visual aids and computers in oral presentations - Tele Conference - Video Conference. Interviewing– Placement

Interviews, Discipline Interviews, Appraisal - Interviews and Exit Interviews. Listening skills -Mannerisms - Body language- Kinesics – Professional Dressing – Conducting meetings, seminars and conferences – Group discussion. Business Etiquette and grooming

Module 5 Negotiations and Report Writing

Introduction - Phases of a Negotiation - Characteristics of Negotiation - Opening Negotiations - Legal Aspects of Communication – Reports: Writing reports of different kinds –Long & short reports -Formal & Informal reports Annual report, Status report, Survey report

Text Book :

1. Sehgal M.K., Business Communication,Excel Books

Recommended Books:

1. Courtland L. Bovee ,John V Thill, Business Communication Today, Prentice Hall International
2. Raymond V Lesikaret. al., Connecting in a Digital World, 13e,Tata McGraw Hill, New Delhi.
3. Guffey Mary Ellen, Business Communication, South-Western Collage publishing
4. Meenakshi Raman, Sangeetha Sharma, Technical Communication- Principles and Practice, Oxford
5. Argenti Paul A, Irwin, Corporate Communication, McGraw Hill.
6. Atkinson, Reynolds, Business Writing & Procedures, American Book Co.

Faculty Details

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Name :Ms. Indu George
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Email : indu@aim.edu.in
Mobile : 9496119591

Assignments / Case Studies

Topics for the assignments &Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include Communication Hierarchy,Communication Flow, Public Relations Methods in the selected organisation

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class). Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Declamations
- Presentations
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. Journal of Communication
2. Journal of Computer mediated communication
3. Information, Communication and Society
4. Mobile media & Communication
5. European Journal of Communication
6. Journalism & Mass Communication

7. Management Communication
8. Journal of Business & technical communication
9. Communication & Critical Cultural studies
 10. International Journal of Marketing & Business Communication
 11. Political communication
 12. Communication methods & Measures Systems

Websites

1. www.thebusinesscommunication.com
2. www.communicationtheory.org
3. www.yourarticlelibrary.com
4. www.study.com
5. www.businessmanagementstudies.com
6. www.methods.sagepub.com
7. www.tutorialspot.com
8. www.Classcentral.com
9. www.tutorialspoint.com
10. www.KhanAcademy.com
11. www.Udacity.com
12. www.learn.g2.com

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
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TEACHING SCHEDULE

Topics	Hrs	Description
Module1: Introduction to Communication – Managerial Communication		
The Concept and Significance of Managerial Communication	3	-Communication concept -Need & characteristics of effective communication -Objectives & Scope of Communication - Functions of communication -Communication Principles
Types of communication	2	-Intrapersonal Communication - Interpersonal Communication -Group Communication - Mass Communication -Meta Communication
Methods of communication	2	- Oral Communication - Written Communication
Media of communication	1	-Oral Communication Media -Written Communication Media
Communication Environment	2	-Frame of reference -Internal & external environment
Process of Communication	2	- Parts of communication process - Oneway process - Twoway Process
Strategies for improving communication effectiveness	3	-7 C's of Communication - 4 S of communication -Methods for improving communication 15
Module2: Communication Barriers		
Organizational Communication	1	-Role of communication in an organization --Different roles of a manager -Communication skills needed by a Manager

Causes of poor organizational communication	2	-Internal causes -External Causes
Types of organisational communication	2	-Formal Communication -Informal Communication -Internal operational communication -External operational communication
Grapevine Communication	1	-Factors responsible for Grapevine -Types of Grapevine chains -Role of Grapevine communication
Barriers to communication &	3	-Semantic Barriers -Organisational Barriers -Interpersonal Barriers -Individual Barriers -Cross Cultural Barriers -Physical Barriers -Technological Barriers
Measures to Overcome Barriers	2	- Overcoming barriers to make communication effective

Module 3 Written Communication			
26	Structures and methods of written communication	1	-Importance of Business writing - Pros & cons of business writing -Layout of written communication - Essentials of written communication
27	Writing process	2	- Steps in the Writing Process -Parts of a business letter -Internal & External Communication
	Letters for different occasions	3	- Positive,negative and neutral messages -accepting/declining invitations, congratulating, consoling, conveying information
	Social Communication -	2	Blogs, Reviews (films, books), posting comments, tweets,
28	Letters for different kinds of situations – Enquiries, Customers' Complaints, Collection letters	1	-Enquires-Solicited/unsolicited -Inviting & replying to Quotations -Orders-Acceptance ,cancellation & refusal letters -Complaint & Claim letter -Types of collection letters
29	Sales promotion letters, Memoranda, Directives and Instructions	2	-AIDA Strategy -Sales letters -Memos -Circulars -Orders
30	Notices, Agenda, Minutes	1	-Formats of Notice, Agenda, Minutes & Resolutions of meetings
	Cross culture communication	2	-Need for cross cultural communication -Problems of Cultural diversities -Measures for developing cross cultural communication skills
32	Proposals, Press releases	1	-Steps in writing proposals -Essentials of a Press release
33	Preparation of resumes	1	-Drafting Job Application letters -Types of Resumes -Reference and Recommendation letters
Module 4: Verbal & Non-verbal Communication			

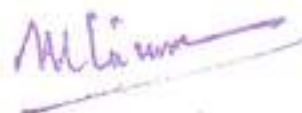
	Verbal Communication	1	-Reading,-Speaking,Listening,Writing
34	Non-verbal Communication- Mannerisms, body language	2	-Kinesics, Oculistics, Proxemics, Chronemics, Haptics, Paralanguage etc.
35	Public speaking skills	2	-Types of speech -Characteristics of a speech -Steps for drafting an effective speech -Guidelines for delivering a speech
36	Business presentations	2	-Kinds of presentations -Factors affecting presentations -Structure for an effective presentation
	Role of audio visual aids and computers in oral presentations	1	-Types of audio/ Visual media -Role of Computers in oral Communication
	Interviewing	2	-Types of interviews -Interviewing Skills for interviewer & interviewee -Preparation for Interviews -Do's and don'ts during interviews
	Listening skills	1	-Listening Process -Types of listening -Barriers to effective listening - Tips for effective listening
37	Technology and communication, Video conferencing	1	-Teleconferencing,-Video Conferencing -Email ,Computer networks,SMS etc
Module 5 Negotiations and Report Writing			
	Art of Negotiation	1	-Styles & types of Negotiation - Characteristics of Negotiation - Negotiation Skills -Negotiation process
38	Structure & Layout of reports	2	-Guidelines for writing report - Components of a Business report
39	Long & short reports, Technical reports	2	-Types of reports -Visual aids in reports
40	Formal and informal reports , Norms for including Exhibits and Appendices	1	-Appendix & Bibliography
		60	

ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Managerial Economics**
Semester : 1
Session : June- November
Batch : 2017-19
Subject Code : PMB1CRT0317
No. of credits :
Prepared by : Dr. Geo Jos Fernandez
Email : gfernandez@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 09411341059

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HoD



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Albertian Institute of Management
Bancrji Road
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Kochi 682018

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Managerial Economics
Course Code: PMB1CRT0317
Faculty: Dr. Geo Jos Fernandez

Course Objectives

This course is designed to introduce the concepts of microeconomics and to some extent the concepts of macroeconomics to students and enable them to appreciate these concept's application to the firm / Industry in the firm / Industry's quest for profit maximization through both revenue maximization and cost minimization.

1. To familiarize the participants concepts and techniques in Economics
2. To make the participants appreciate the applications of core concepts in economics for managerial decision making
3. To sensitize the participants how economic environment affects Organizations

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs



The above criteria is subject to a maximum of 40 marks in internal assessment

Syllabus

Module 1 Introduction to Managerial Economics

Micro & Macro Economics, Managerial Economics – Definition – Nature & Scope, Fundamental concepts in Managerial economics for decision making: Incremental Principle, Opportunity Cost, Discounting Principle, Time Concept, Equi-Marginal Principle – Illustrations, Decision Making – Process and Conditions – Difference between Risk & Uncertainty.

Module 2 Demand Analysis and Forecasting

Meaning of Demand – Types of Demand – Law of Demand & its Exceptions, Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity, Demand Forecasting – Process – Statistical & Non-Statistical Techniques, Utility Analysis & Consumer Behaviour – Equilibrium of the consumer using Cardinal & Ordinal Utility (Indifference Curve) Theories.

Module 3 Supply & Production

Theory of Production – Meaning of Production function, Production function with one variable input – Law of Variable Proportions – Returns to Scale, Production function with two variable inputs – Iso-quants – Producers' Equilibrium, Economies of Scale – Types – Economies of Scope, Theory of Costs – Classification of Costs - Short Run & Long Run Cost Curves, Revenue Curves.

Module 4 Market Structure

Market – Meaning & Elements, Classification of Markets – Markets based on Competition, Theory of Firm – Profit Maximization Rules, Price & Output Determination under Perfect Competition, Price & Output Determination under Monopoly – Monopoly Price Discrimination, Price & Output Determination under Monopolistic Competition, Price & Output Determination under Oligopoly – Kinked Demand curve model only.

Module 5 Macro Economic Concepts



National Income Concepts – Measurement of National Income, An overview of Financial System in India, An overview of Fiscal & Monetary Policies in India, Balance of Payments: Causes of Disequilibrium & Remedies, Inflation in India – Causes & Remedies. Free Market Economy & Need for Government Intervention – An appraisal of Economic Reforms in India

Text book

1. P.L. Mehta, Managerial Economics Analysis, Problems and Cases – Sultan Chand & Sons (ISBN 81-7014386-1)

References

1. Dwivedi D.N, Managerial Economics, Vikas Publications (ISBN 8125910042)
2. K.K. Dewett, Modern Economic Theory: Micro & Macro Analysis – Orient Book Distributors, New Delhi.
3. V.L. Mote, Managerial Economics – Tata McGraw Hill, New Delhi
4. Gaurav Dutt & Aswani Mahajan, Dutt & Sundaram's Indian Economy – Sultan Chand & Sons

Faculty Details

Website : <http://aim.edu.in/dr-geo-jos-fernandez/>
Email : gfernandez@aim.edu.in
Mobile : 09411341059

Assignments

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Course Reference Support

Journals and Magazines

1. Economist
2. Business Week
3. Economic and Political Weekly
4. Journal of Microeconomics
5. ICFAI Journal of Applied Economics
6. Business Week



7. Global Business and Economics Review
8. ICFAI Journal of Monetary Economics
9. ICFAI Journal of Public Finance

EBSCO Journals

1. Business Economics
2. Quarterly Journal of Business and Economics
3. Journal of Applied Economics
4. Journal of Economics and Business
5. Journal of Economics
6. Journal of Macroeconomics
7. Economist
8. New York Times
9. Foreign Affairs
10. Foreign Policy
11. NBER/Macroeconomics Annual
12. Brookings Papers on Economic Activity
13. OECD Papers

Websites

1. www.slate.com
2. www.freaknomics.com
3. econlog.econlib.org
4. divisionoflabour.com
5. www.econbrowser.com
6. Marginalrevolutions.blogs.com/marginalrevolution
7. Marketsandorganizations.com
8. www.knowledgeproblem.blogspot.com
9. www.marginalrevolution.com
10. www.becker-posner-blog.com
11. www.gregmankiw.blogspot.com
12. www.roubiniglobal.com
13. www.internationaleconomics.net
14. www.worldbank.org
15. www.imf.org
16. www.iie.com
17. www.iif.org
18. web.mit.edu/krugman/www/
19. www.internationalecon.com



Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class

- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan

Module	Session No	Covered Topics
Module 1 Introduction to Managerial Economics	1	Micro & Macro Economics
	2	Micro & Macro Economics
	3	Managerial Economics – Definition – Nature & Scope
	4	Managerial Economics – Definition – Nature & Scope
	5	Fundamental concepts in Managerial economics for decision making
	6	Fundamental concepts in Managerial economics for decision making: Incremental Principle
	7	Fundamental concepts in Managerial economics for decision making: Opportunity Cost
	8	Fundamental concepts in Managerial economics for decision making: Discounting Principle
	9	Fundamental concepts in Managerial economics for decision making: Time Concept
	10	Fundamental concepts in Managerial economics for decision making: Equi-Marginal Principle – Illustrations
	11	Decision Making – Process and Conditions
	12	Difference between Risk & Uncertainty.
		13
Module 2 Demand Analysis and Forecasting	14	Meaning of Demand & Types of Demand
	15	Law of Demand & its Exceptions
	16	Law of Demand & its Exceptions
	17	Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity
	18	Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity
	19	Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Promotion Elasticity, Applications of the concepts of Elasticity



	20	Demand Forecasting – Process – Statistical & Non-Statistical Techniques
	21	Demand Forecasting – Process – Statistical & Non-Statistical Techniques
	22	Demand Forecasting – Process – Statistical & Non-Statistical Techniques
	23	Utility Analysis & Consumer Behaviour
	24	Utility Analysis & Consumer Behaviour – Equilibrium of the consumer using Cardinal & Ordinal Utility (Indifference Curve) Theories.
	25	Utility Analysis & Consumer Behaviour – Equilibrium of the consumer using Cardinal & Ordinal Utility (Indifference Curve) Theories.
	26	Class Test
Module 3 Supply & Production	27	Theory of Production
	28	Theory of Production – Meaning of Production function
	29	Theory of Production – Production function with one variable input
	30	Theory of Production – Production function with one variable input – Law of Variable Proportions
	31	Theory of Production – Production function with one variable input – Returns to Scale
	32	Theory of Production – Production function with two variable inputs
	33	Theory of Production – Production function with two variable inputs – Iso-quants
	34	Producers' Equilibrium
	35	Economies of Scale – Types – Economies of Scope
	36	Theory of Costs – Classification of Costs - Short Run & Long Run Cost Curves, Revenue Curves.
	37	Theory of Costs – Classification of Costs - Short Run & Long Run Cost Curves, Revenue Curves.
	38	Theory of Costs – Classification of Costs - Short Run & Long Run Cost Curves, Revenue Curves.
	39	Class Test
Module 4 Market Structure	40	Market – Meaning & Elements
	41	Classification of Markets – Markets based on Competition
	42	Theory of Firm – Profit Maximization Rules
	43	Price & Output Determination under Perfect Competition
	44	Price & Output Determination under Perfect Competition
	45	Price & Output Determination under Monopoly
	46	Price & Output Determination under Monopoly
	47	Price & Output Determination under Monopoly – Monopoly Price Discrimination
	48	Price & Output Determination under Monopoly – Monopoly Price Discrimination
	49	Price & Output Determination under Monopolistic Competition
	50	Price & Output Determination under Monopolistic Competition
	51	Price & Output Determination under Oligopoly – Kinked Demand curve model only.

	52	Price & Output Determination under Oligopoly – Kinked Demand curve model only.
Module 5 Macro Economic Concepts	53	National Income Concepts – Measurement of National Income
	54	An overview of Financial System in India
	55	An overview of Fiscal & Monetary Policies in India
	56	An overview of Fiscal & Monetary Policies in India
	57	Balance of Payments: Causes of Disequilibrium & Remedies
	58	Balance of Payments: Causes of Disequilibrium & Remedies
	59	Inflation in India – Causes & Remedies
	60	Inflation in India – Causes & Remedies
	61	Free Market Economy & Need for Government Intervention – An appraisal of Economic Reforms in India
	62	Free Market Economy & Need for Government Intervention – An appraisal of Economic Reforms in India



ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Accounting for Management
Semester : 1
Session : June – November
Batch : 2017 - 2019
Subject Code : PMB1CRT0417
No. of credits :
Prepared by : Nidhin Johny
Email : nidhin@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 09995771112

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ACCOUNTING FOR MANAGEMENT

Course Code: PMB1CRT0417

Faculty: Mr. Nidhin Johny

Course Objectives

This course is an introduction to the basic concepts and standards underlying financial accounting systems. Several important concepts will be studied in detail, including: Double entry system, Ledger and Final Accounts. The course emphasizes the construction of the basic financial accounting statements - the income statement, balance sheet, and cash flow statement - as well as their interpretation.

- To develop an understanding on how to plan, budget and manage financial resources
- To create an ability to apply, analyze and evaluate accounting policies and practices
- To help the user to decrypt accounting information to make viable business decisions.

Program Outcomes

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. The students will exhibit the ability to apply their quantitative skills to analyze and interpret financial data.



2. The students would demonstrate the ability to compare and contrast between IFRS and GAAP.
3. The students will be able to apply accounting principles and conventions to prepare financial statements.
4. The students will be able to use ratios to critically evaluate the information contained in financial statements

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	3	0	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	0	0	2	1
CO 4	2	3	0	1	1	2	1

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs



The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted *via* e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test



Syllabus

Module 1 Introduction

Book keeping and Record Maintenance. The concept of Double Entry. Accounting equations and

Type of accounts - Rule of recording business transactions - Preparation of basic accounts - Journal, Ledger, Trial Balance - Cash book , Bank reconciliation statement - Final Accounts: Trading and Profit & Loss Account and Balance Sheet.

Module 2 Insight to Accounting

Generally Accepted Accounting Principles (GAAP)-Accounting Concepts and Conventions – International Accounting Standards – IFRS – Responsibility accounting.

Module 3 Financial accounting and Management Accounting

Objects, Functions, Advantages and Limitations of Financial Accounting. Nature, Meaning, Functions, Scope, Objectives, Tools and Techniques of Management Accounting - Management

Accounting Benefits and Limitations - Management Accounting Vs Financial Accounting

Module 4 Financial Statement Analysis

Financial Statements - Methods of Financial Analysis - Comparative Statements, Trend Analysis,

Common size Statements. Advantages and Limitations of Financial Statement Analysis.

Module 5 Ratio Analysis

Meaning and Significance of Ratios - Advantages and Limitations of Ratio Analysis - Classification of

Ratios - Income Statement Ratios, Inter Statement Ratios, Liquidity Ratios, Profitability Ratios,

Turnover Ratios, Solvency Ratios, Leverage Ratios – Du Pont Analysis.

Reference Books :

1. M.N.Arora, Accounting for Management, Himalaya Publishing house
2. Colin Drury, Management and Cost Accounting, Cengage Learning, Delhi
3. S.N.Maheshwari and S.K.Maheshwari, Advanced accountancy, Vikas Publishing
4. Dearden J. and Bhattacharya S.K. , Accounting for Management- Text and cases, Vikas Publishing, Delhi

Additional Reference Books :

1. Jain and Narang, Advanced Accountancy and Accounting for Management, Kalyani Publications, Ludhiana
2. Jain and Narang, Cost Accounting, Kalyani Publications, Ludhiana.

Course Reference Support

Journals and Magazines

1. Accounting Review
2. Accounting Horizons
3. Contemporary Accounting Research
4. Journal of Accounting and Economics
5. Journal of Accounting Research
6. Journal of Management Accounting Research
7. Review of Accounting Studies

Websites

- [Financial Accounting Standards Board \(FASB\)](#)
- [Form 10K](#)
- [National Association of State Boards of Accountancy](#)
- [Tax Statistics: IRS](#)
- [AccountingCoach](#)

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed



Lesson Plan

Topics	Hours	Description
Module 1		
1 Book keeping and record maintenance	1	
2 Concept of double entry	2	
3 Types of accounts	2	Real, personal and nominal
4 Rules of recording transactions	1	
5 Journalizing	4	Concepts and practice problems
6 Ledger	4	Concepts and practice problems
7 Trial balance	2	Practice problems
8 Cash book	3	Single, double & triple column
9 Final accounts	1	Introduction
1 Practice problems 0	2	With adjustments
1 Practice problems 1	3	Without adjustments
1 Module 1 test 2	1	
Module 2		
1 GAAP	1	Generally accepted accounting principles
2 Accounting concepts and conventions	3	



3	International accounting standards	1	Need and importance
4	IFRS	2	Student presentation and discussions
5	Responsibility accounting	2	
6	Module 2 test	1	
Module3			
1	Financial accounting	2	Nature, meaning & scope
2	Management accounting	3	Concept, Objectives and uses
3	Management accounting vs financial accounting	2	Student presentations
4	Limitations of management accounting	1	
5	Module 3 test	1	
Module 4:			
1	Financial statements	1	Introduction, analysis of statements
2	Methods of financial analysis	1	
3	Comparative statements	2	
4	Common size statements	2	
5	Trend analysis	2	
6	Module 4 Test	1	
Module 5			
1	Meaning and significance of ratios	2	
2	Advantages and limitations of ratios	1	



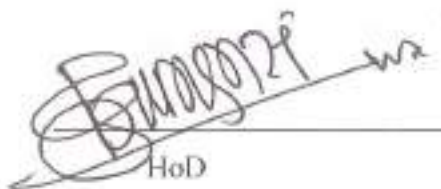
3	Liquidity ratios	2	Practice problems
4	Profitability ratios	2	"
5	Solvency ratios	2	"
6	Leverage ratios	2	"
7	Du Pont analysis	1	
8	Module 5 test	1	




ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **QUANTITATIVE METHODS FOR MANAGEMENT**
Semester : **1**
Session : **June- November**
Batch : **2017-19**
Subject Code : **PMB1CRT0517**
No. of credits :
Prepared by : **Mr. Gopesh C.R.**
Email : **gopesh@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **9995432198**

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QUANTITATIVE METHODS FOR MANAGEMENT

Course Code: PMBICRT0519

Introduction

This subject will help the participants to familiarize with Mathematical and Statistical techniques applied in Management, and help the students to solve statistical problems for summarizing, analyzing, and interpreting Data.

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

1. Students will be able to analyse the data set for business forecasting using Time Series Analysis
2. Develop an insight of Correlation and Regression tools and Demonstrate in real time projects as how to interpret the data set
3. Evaluate the effectiveness of different measures of Central Tendency and Dispersion, for a given data set and choose the best.
4. Apply the concepts of Probability to find solutions to business as well as day to



day scenarios

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√	√					
CO 2		√					
CO 3				√	√	√	
CO 4		√	√			√	√

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5), Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars.
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs over

SYLLABUS

Module 1 Quantitative Techniques and Business Management

Quantitative Techniques and Business Management: Matrices – Multiplication, Inverse and solving systems of equations –Arithmetical operations involving matrices.

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Determinants, Inverse of a matrix. Solution of simultaneous equations using matrices.

Module 2 Measures of Central Tendency and Dispersion

Frequency and Frequency Distribution - Statistical Averages - Arithmetic mean - Merits and demerits of arithmetic mean, Median - Merits and demerits of median, Mode - Merits and demerits of mode, Geometric Mean, Harmonic Mean. Dispersion: – Range - Mean Deviation, Standard Deviation - Coefficient of Variation

Module 3 Correlation and Regression analysis

Correlation and Regression analysis: Correlation: Different types of correlation –Karl Pearson’s correlation coefficient - Spearman’s Rank correlation coefficient – Concurrent deviation method – Coefficient of Determination. Regression analysis: Line of best fit, least square method- Business applications.

Module 4 Time Series analysis

Time Series analysis – Different components of time series- Application of Time series in Business forecasting. Index Numbers – Different types of Index Numbers. Business applications of Index Numbers.

Module 5 Basic Probability concepts

Basic Probability concepts – Addition and multiplication theorems of Probability, Marginal, Joint and Conditional Probability - Baye’s theorem and its business applications. Probability distributions – Binomial, Poisson, Normal, Business applications.

Recommended Books:

1. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
2. Donald R.Cooper and Pamela S.Schindler, Business Research Methods, Tata McGraw Hill, India
3. Gupta S.C., - Fundamentals of Statistics – Himalaya Publishing House (2001).



Faculty Details

Name : Mr. Gopesh C.R.
Website : www.aim.edu.in
Email : ergopesh@alberts.edu.in
Mobile : 9995432198

Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include the functional areas and the role of business analytics in it.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class). Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines



1. Harvard Business Review
2. Business Insider
3. JSTOR: Mathematics & Statistics Collection
4. MathSciNet
5. SQU Scientific Journals
6. Media Week
7. Business Today

Websites

1. www.tutorialspoint.com
2. www.citeops.com/
3. www.KhanAcademy.com
4. www.Udacity.com
5. www.EnvatoTuts+.com
6. www.Study.com.com

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Teaching plan

Topics	Hours	Description
1 Module 1	1	Introduction: Quantitative Techniques and Business Management



Quantitative Techniques and Business Management: Matrices – Multiplication, Inverse and solving systems of equations –Arithmetical operations involving matrices. Determinants, Inverse of a matrix. Solution of simultaneous equations using matrices.	2	Matrices
	2	Multiplication
	4	Inverse
	5	solving systems of equations
	6	Determinants
	7	Cramers Rule
	8	Cramers Rule
	2 Module 2 Frequency and Frequency Distribution - Statistical Averages - Arithmetic mean - Merits and demerits of arithmetic mean, Median - Merits and demerits of median, Mode - Merits and demerits of mode, Geometric Mean, Harmonic Mean. Dispersion: – Range - Mean Deviation, Standard Deviation - Coefficient of Variation	9
10		Mean
11		Median
12		Mode
13		AM
14		GM
15		HM
16		Range
17		MD
18		SD
3 Module 3 Correlation and Regression analysis: Correlation: Different types of correlation –Karl Pearson's correlation coefficient - Spearman's Rank correlation coefficient – Concurrent deviation method – Coefficient of Determination. Regression analysis: Line of best fit, least square method-Business applications.	19	Different types of correlation
	20	Karl Pearson's correlation coefficient
	21	Karl Pearson's correlation coefficient
	22	Spearman's Rank correlation coefficient
	23	Spearman's Rank correlation coefficient
	24	Concurrent deviation method
	25	Regression analysis
	26	Regression analysis

		27	Regression analysis
		28	Line of best fit
4	Module 4 Time Series analysis – Different components of time series- Application of Time series in Business forecasting. Index Numbers – Different types of Index Numbers. Business applications of Index Numbers.	29	Time Series analysis
		30	Time Series analysis
		31	Time Series analysis
		32	Different types of Index Numbers
		33	Index Numbers.
		34	Index Numbers.
		35	Index Numbers.
		36	Index Numbers.
5	Module 5 Basic Probability concepts – Addition and multiplication theorems of Probability, Marginal, Joint and Conditional Probability - Baye's theorem and its business applications. Probability distributions – Binomial, Poisson, Normal, Business applications.	37	Probability
		38	Addition and multiplication theorems of Probability,
		39	Marginal, Joint and Conditional Probability
		40	Baye's theorem
		41	Baye's theorem and its business applications.
		42	Binomial, Poisson, Normal, Business applications.
		43	Binomial, Poisson, Normal, Business applications.
		44	Binomial, Poisson, Normal, Business applications.

		45	Assessment
		46	Assessment
		47	Assessment
		48	Cases
		49	Cases



ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Environmental Management

Semester : I
Session : June- November
Batch : 2017-2019
Subject Code : PMB1CRT0717
No. of credits :
Prepared by : **Mr. Jose Willam**
Email : jw@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 7994778487



Prof

Approved By



Principal

Albertian Institute of Management
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Kochi 682018

Tel : +91-484-2355844 / 45
Web : www.aim.edu.in



Environmental Management

Code: PMB1CRT0717

Introduction

This subject will help the participants to familiarize with the framework of Natural Environment and Importance of Protection of Natural Resources, and make them aware about pollution and waste management.

Program Outcome

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

Intended Student Learning Outcomes

1. Understand and apply the types of natural resources and Energy management techniques in our immediate ecosystem
2. Develop a Plan for Effective waste management.
3. Evaluate the effectiveness of different dimensions of Sustainable development.
4. Analyse different Policies and Legislations for Environmental Management

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5),Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

Module 1

Importance and Sustainability - The Brundtland Report. Eco-system: Components – Biotic and abiotic components . Biodiversity - Definition, Principles, Bio-diversity in India.

Module 2 Natural resources and Energy management

Depletion of natural resources - Fossil fuels. Energy sources: Conventional sources – Renewable Sources - Energy management techniques - Energy Audit, Global Warming - Ozone depletion - Carbon credit - Climate change.

Module 3 Disaster management & resilience

Society - Its Development and Governance Environmental Degradation, Industrial Pollution – Types and Impacts – solution, Waste Management - Developing Recycling Technologies.

Module 4 Sustainable development

Dimensions of sustainable development, The Earth Charter; Human health - Human mobility; Population , Urban challenge - Triple Bottom line.

Module 5 Environment Politics

Policies and Legislations, Governmental Institutions for Environmental Management – United Nations Commission for Sustainable Development, ISO 14000, Business Start-Ups and environment policies.

Recommended Books:

1. Bala Krishnamurthy – Environmental Management: Text and Cases, PHI.



2. ArinditaBasak – Environmental Studies, Pearson Education.
3. Kaushik and Anubha – Environmental Studies, New Age International.
4. Betz and Fredrick – Managing Technology, Prentice Hall, Englewood cliffs, New Jersey.

Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include major issues and environment management of big players

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

Applied Environmental Education and Communication: An International Journal

Ecosystems

Environment and Resources

Environment, Development and Sustainability

Environmental Conservation

Environmental Education Research

Environmental Management

International Journal of Environmental Studies

Websites/ blogs

1. Grist
2. Treehugger
3. EcoWatch

4. Inside Climate News
5. Yale Environment 360
6. BBC: Earth blog
7. Union of Concerned Scientists
8. Green Biz
9. Inhabitat
10. NOAA Climate.gov
11. The New York Times: Green
12. IPCC
13. World Wide Fund Global
14. Mother Jones
15. Clean Technica
16. Carbon Brief
 1. [Encyclopedia of Earth \(EoE\)](#)
 2. [Encyclopedia of Life Support Systems \(EOLSS\)](#)—sponsored by UNESCO
 3. [Global Change Master Directory](#)
 4. [Global Earth Observation System of Systems \(GEOSS\)](#)
 5. [Earth Negotiations Bulletin](#)—published by the Reporting Services arm of the International Institute for Sustainable Development
 6. [Environment and Energy Publishing](#)
 7. [The Environmentalist](#)
 8. [Environmentmagazine.org](#)
 9. [Our World 2.0](#)
 10. [Climateprediction.net](#)

Teaching plan

Topics	Hours	Description
1	Module 1	
	1	Importance and Sustainability
	2	The Brundtland Report.
	3	Importance and Sustainability
	4	Eco-system: Components – Biotic and abiotic components .
	5	Eco-system: Components – Biotic and

			abiotic components ,
		6	. Biodiversity - Definition
		7	Principles,
		8	Bio-diversity in India.
2	Module 2	9	Depletion of natural resources
		10	Fossil fuels
	Depletion of natural resources - Fossil fuels. Energy sources: Conventional sources – Renewable Sources - Energy management techniques - Energy Audit, Global Warming - Ozone depletion - Carbon credit - Climate change.	11	Energy sources: Conventional sources
		12	Renewable Sources
		13	Energy management techniques
		14	Energy Audit
		15	Global Warming
		16	Ozone depletion -
		17	Carbon credit - Climate change.
3	Module 3 Disaster management & resilience Society - Its Development and Governance Environmental Degradation, Industrial Pollution – Types and Impacts – solution, Waste Management - Developing Recycling Technologies.	24	Disaster management & resilience Society -Introduction
		25	Disaster management
		26	Environmental Degradation
		27	Environmental Degradation
		28	Industrial Pollution
		29	Types and Impacts – solution,
		30	Waste Management
		31	Developing Recycling Technologies.
		32	Developing Recycling Technologies
		33	Case Study_ Bhopal Gas tragedy
		34	Case Study_ Bhopal Gas tragedy
		35	Case Study_ Bhopal Gas tragedy
4	Module 4 Sustainable development Dimensions of sustainable development, The Earth Charter; Human health - Human mobility ; Population , Urban challenge - Triple Bottom line.	36	Introduction to sustainable development
		37	Introduction to sustainable development
		38	The Earth Charter;
		39	Human health - Human mobility ;

		40	Human mobility
		41	Population ,
		42	Urban challenge
		43	- Triple Bottom line
		44	- Triple Bottom line
		45	Case discussion -Niomi Island
		46	Case discussion- The fatal fog of Delhi
5	Module 5 Environment Politics Policies and Legislations, Governmental Institutions for Environmental Management - United Nations Commission for Sustainable Development, ISO 14000, Business Start-Ups and Environment policies.	47	Policies and Legislations - introduction
		48	Policies and Legislations
		49	Governmental Institutions for Environmental Management
		50	United Nations Commission for Sustainable Development
		51	United Nations Commission for Sustainable Development
		52	United Nations Commission for Sustainable Development
		53	United Nations Commission for Sustainable Development
		54	United Nations Commission for Sustainable Development
		55	ISO 14000
		56	ISO 14000
		57	ISO 14000
		58	Business Start-Ups and Environment policies
		59	Business Start-Ups and Environment policies
		60	Business Start-Ups and Environment policies

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class

- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed



~~CC19~~ BUSINESS ETHICS & CORPORATE GOVERNANCE

Module I

Introduction - Ethics and morality, Ethics and law, Ethics and ethos, Business Ethics, Concepts, Importance and benefits, Ethical theories, Values and its relevance in Management, Values for Managers, Ethics in Business and Indian Value system, Various approaches to ethics-Indian examples.

Module II

Ethical Corporate Behaviour, its Development, Ethical leadership with examples, Ethical Decision Making, Work ethics: nature and scope, Ethical issues at workplace, Ethics and cultural issues, Environmental Ethics, Ethical dilemma, ethical displacement.

Module III

Ethics in Functional Areas: Operations, Marketing, Finance, HR & I. Technology, Recent challenges in ethics, Ethics in different countries.

Module IV

Corporate Governance, Corporate Governance initiatives in India and abroad. Corporate Governance failures with examples, General ethical issues and the court verdicts in the domain of business ethics, obligation to stakeholders.

Module V

CSR and its significance in Business, social audit - Ethical Issues-Corruption, - whistle blowing-competition-privacy-trade secrets, IP rights, Harassment & Discrimination.

References

1. Manisha Paliwal, *Business Ethics* New age International press. New Delhi.
2. Patyrick J. A. & Quinn J. F. *Management Ethics*, Response Publishing, New Delhi.
3. Sherlekar, *Ethics in Management*, Himalaya Publishing, New Delhi.



BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course code: ~~CC19~~

Faculty: SAJEEV.C.S.

Course Description: The objective of the course is to make students aware of ethical and moral issues concerning business both in Indian and International context and develop sensitivity of students for right ethical practices in conduct of business, to understand the principles of corporate governance, to know the social responsibility of the corporate.

Course Objectives:

- By the end of the course, students are expected to be able to:
- Explain the meaning of business ethics
- Explain corporate governance
- • Identify the importance of corporate governance
- Apply morality to reality.
- Apply effective corporate governance and instill confidence and trust in various companies and markets.

EVALUATION STRATEGY

Internal evaluation will be based on the following factors.

Participant's attendance (5)

Active class participation (5)

Assignments (10)

Internal seminars/role plays/presentations/Quiz (5)

○ Continuous evaluation tests (10)



	Topics	Hrs	Description
Module I - Business Ethics and Corporate Governance – Mathew Illathuparambil			
5	Introduction	2	
6	Ethics and morality,		Chap 1. Section IV
7	Ethics and law		Chap 1. Section IV
8	Ethics and ethos		Chap 1. Section IV
9	Business Ethics, Concepts, Importance, and benefits.	1	Chap 1. Section V
10	Ethical theories,	2	Chap 1. Section V
1	Values and its relevance in Management	4	Chap 1.

3	Values for Managers,	2	Chap 1. Section II
2	Ethics in Business and Indian Value system,	1	Chapter 2 Section IV Ch.2. Ref.1
4	Various approaches to ethics - Indian examples.	1	TATA EXAMPLE
Module II			
	Ethical Corporate Behaviour, its Development,	2	Ch.3
	Ethical leadership with examples,		Ch.3 Section IV
	Ethical Decision Making,		Ch.3 Section III
	Work ethics: nature and scope,		Ch.4 Section I
	Ethical issues at workplace,		Ch.4 Section II
	Ethics and cultural issues,	2	
	Environmental Ethics,	1	Ch.4 Section III
	Ethical dilemma,	1	Ch.3 Section V
	Ethical displacement	2	Ch.3 Section VI
Module III			
17	Ethics in Functional Areas: Operations, Marketing, Finance, HR & I. Technology,	5	Ch.5
18	Recent challenges in ethics	2	
19	Ethics in different countries.	2	
24	Module IV	2	
25	Corporate Governance, Corporate Governance initiatives in India and abroad. Corporate Governance failures with examples, General ethical issues and the court verdicts in the domain of business ethics, obligation to stakeholders.	1	
Module V			
	CSR and its significance in Business, social audit		
	Ethical Issues-Corruption, - whistle blowing-		
	competition-privacy-trade secrets, IP rights,		
	Harassment & Discrimination		



References

Prescribed texts (PT)

1. Manisha Paliwal, *Business Ethics* Newage International press. New Delhi.
2. Patyrick J. A. & Quinn J. F. *Management Ethics*, Response Publishing, New Delhi.
3. Sherlekar, *Ethics in Management*, Himalaya Publishing, New Delhi.

Reference texts (RT)

RT1 – A.C. Fernando, *Business Ethics and Corporate Governance* Second Edition.2012 Pearson

RT2 -

RT3 -

Cases: All cases in Prescribed Textbooks with presentations on
Module I Case 1: PT2, Module II Case 1: PT1, Module III Case 15: PT1,
Module IV Case 17: PT1, Module V Case 8: PT2

Assignments from every module: The students will be asked to keep a book for the same.

1. Discuss the importance of values in business with reference to Indian values. How can managers help to bring value into business?

2.

***If the unit and IAT tests are not taken the student should answer all the question papers and submit it in a note book.

PROJECT

1. Ethical theories and Approaches – Modern Decision making – Ethical Models for Decision Making.
2. Marketing Ethics: Marketing ethics – advertising ethics – ethics in business competition.
3. Ethical Aspects in HRM: Ethics in Selection – Training and Development – Ethics at work place – Ethics in performance appraisal.
4. Ethics in Finance: Insider trading – ethical investment – combating Frauds.
5. Ethical issues in Information Technology: Information Security and Threats – Intellectual Property Rights – Cyber crime.
6. Corporate Governance: Purpose – Theories and Philosophies of Corporate Governance.
7. Corporate Governance Structures and Processes: Directors – committees – Institutional investors – Auditors.
8. Corporate Social Responsibility: Stakeholders – Environment – social Development.



References:

- Business Ethics -An Indian perspective, Fernando, Pearson Education, 2009 .
—Perspectives in Business Ethics], Laura P Hartman, 2nd ed. Tata McGraw Hill. Bob Tricker, Corporate Governance, Oxford, 2009

- Corporate Governance and Social responsibility, Balachandran, Chandrasekharan, PHI Business Ethics -Concepts and Cases, Weiss, Cengage, 2009
- Business Ethics, Himalaya, C.S.V.Murthy, 2008
- Ethical Management, Satish Modh, Mcmillan, 2005
- The Theory and practice of Managerial Ethics, Jayashree Sadri, Dastoor, Jaico, 2008.

Postgraduate Course

The course aims to develop an understanding of the underlying concepts of Corporate Governance, business ethics and CSR which are relevant to the contemporary business environment. It is designed to foster candidates' understanding of the ethical influences on economic, financial, managerial and environmental aspects of business. The course further aims to develop a candidate's ability to critically analyse ethical issues in business. This course reviews different regulatory processes essential to the understanding of the principles of corporate governance in Australia.



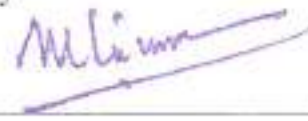
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Business Law**
Semester : **1**
Session : **June 2017 -November 2017**
Batch : **2017 - 2019**
Subject Code : **PMB1CRT0617**
No. of credits :
Prepared by : **Guest Faculty**
Email :
Website : <https://www.alberts.edu.in/mba/faculty/>
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BUSINESS LAW

Course Code: PMB1CRT0617

Introduction

The students get familiarised with the basic framework of business Law which is a fundamental part of business and business has always been intertwined with the law and legal regulations. Business students often enter the corporate world without a comprehensive understanding of the law or the role of legal professionals in the creation and operation of a business. Legal studies can guide business professionals in ethics and laws,

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

- The students will be able to define and classify the basic framework and insights of business law in managing and maximising the value of corporate legal function
2. To familiarize students with general business law issues to help become more informed, sensitive and effective business leaders
 3. Understand fundamental legal issues pertaining to the business world to enhance their ability to manage businesses effectively



4. The students will be able to infer and apply the legal framework and draw insights of business law in real time through case analysis.

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√	√					
CO 2		√					
CO 3				√	√	√	
CO 4		√	√			√	√

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. . Membership in Professional bodies (only in one semester)
4. Prize winners in Management games
5. Internships in MNCs/TNCs over

SYLLABUS

Module I -Introduction to Law & Contracts

Introduction to Legal System: Sources of Law – Classification of Law - The Indian Contract Act 1872- Nature and Classification of contracts Essential elements of a valid contract - Offer and Acceptance Consideration - Capacity of Parties - Provisions relating to free consent, void agreements - Provisions Relating to Performance and Discharge of Contracts - Quasi contracts – Breach of Contract and its remedies.

Module 2 Sale of Goods Act

Sale of goods Act, 1930- Contract of sale of goods-Meaning essentials of a contract for sale - Formalities of a Contract of sale - Provisions relating to Conditions and Warranties –Provisions Relating to Transfer of Property or Ownership - Provisions Relating to performance of contract of sale - Rights of unpaid Seller - Rules as to delivery of Goods.

Module 3 Negotiable Instruments

The Negotiable Instruments act, 1881, Negotiable Instruments, Meaning, characteristics,types, parties - holder and holder in due course - Negotiation and types of endorsements,Dishonour of negotiable instruments - noting and protest - liability of Parties on negotiable instrument, Indian Partnership act, 1932 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership.

Module 4 Companies Act.The companies act, 1956 - Company definition, meaning, features and types of Companies.Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus - Share Capital - Management and Meetings - Winding up of companies

Module 5 Laws Related to Business

Consumer Protection Act 1986 – Foreign Exchange Management Act 1999 – GST: An overview– IT Act 2000 – Competition Act, 2000 – Intellectual Property Rights.

Faculty Details

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Mobile : 9920194334

Assignments / Case Studies

Topics for the assignments &Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report



Report should include the functional areas and the role of business analytics in it.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

1. Gulshan S. S. & Kapoor G. K., Business Law Including Company Law, Twelfth Edn., New Age International (P) Ltd.
2. Kuchchal M. C., Business Law, Fifth Edn., Vikas Publishing House, New Delhi.
3. Moshal B. S, Modern Business Law, Second Edn., Ane Books Pvt Ltd.
4. Bagrial A. K, Company Law, Twelfth Edn., Vikas Publishing House, New Delhi.
5. Pylee M V, An Introduction to the Constitution of India, Fifth Edn., Vikas Publishing House, New Delhi

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to



- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Teaching plan

Topics	Hours	Description
1 Module 1 Introduction to Law & Contracts		Introduction to Legal System:
		Sources of Law – Classification of Law –
		The Indian Contract Act 1872-
		Nature and Classification of contracts Essential elements of a valid contract -
		Offer and Acceptance Consideration -
		Capacity of Parties - Provisions relating to free consent, void agreements -
		Provisions Relating to Performance and Discharge of Contracts - Quasi contracts – Breach of Contract and its remedies.
2 Module 2 Sale of Goods Act		Sale of goods Act, 1930-
		Contract of sale of goods-Meaning essentials of a contract for sale -
		Formalities of a Contract of sale -
		Provisions relating to Conditions and Warranties –
		Provisions Relating to Transfer of Property – Ownership –



		Provisions Relating to performance of contract of sale -
		Rights of unpaid Seller -
		Rules as to delivery of Goods.
		rights of unpaid seller
		Rules as to delivery of Goods.
3	Module 3 Negotiable Instruments	The Negotiable Instruments act, 1881,
		Negotiable Instruments, Meaning, characteristics, types, parties -
		holder and holder in due course -
		Negotiation and types of endorsements,
		Dishonour of negotiable instruments - noting and protest -
		liability of Parties on negotiable instrument,
		Indian Partnership acct, 1932 -
		Important features -
		Formation of partnership firms, Kinds of partners -
		Rights and duties of partners - Dissolution of partnership.
4	Module 4 Companies Act.	The companies act, 1956 -
		Company definition,

		meaning, features and types of Companies.
		Incorporation of a Company -
		Memorandum of Association,
		Articles of Association and Prospectus -
		Share Capital - Management and Meetings -
		Winding up of companies
5	Module 5 Laws Related to Business	Laws Related to Business Consumer Protection Act 1986 –
		Foreign Exchange Management Act 1999 – GST:
		Foreign Exchange Management Act 1999 – GST:
		An overview– IT Act 2000 –
		An overview– IT Act 2000 –
		Competition Act, 2000 –
		Competition Act, 2000 –
		Intellectual Property Rights.
		Intellectual Property Rights.
		case studies
		case studies




		case studies
		case studies



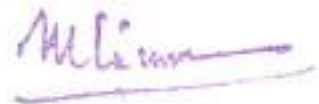
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme	:	Master in Business Administration
Course	:	Financial Management
Semester	:	II
Session	:	December- May
Batch	:	2017 - 2019
Subject Code	:	PMB2CRT0117
No. of credits	:	
Prepared by	:	Nidhin Johny
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FINANCIAL MANAGEMENT

Course Code: PMB2CRT0117

Faculty: Mr. Nidhin Johny

Course Objectives

The course covers the current best practices in financial analysis and planning through the application of financial concepts. These include financial performance ratios, time value of money, financial markets and institutions, securities and valuation of firms, cost of capital, risks and return, long-term financial budgeting and working capital management.

1. To familiarize participants with fundamentals of Financial Management in an Organization
2. To provide the participants various techniques in Financial Management
3. To give an overview of the emerging financial issues facing an Organization

Program Outcomes

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. The students will be able to critically examine the concepts relating to financial decisions and capital structure.
2. The students will be able to apply the various techniques of Capital budgeting in various business scenarios.
3. The students will demonstrate the ability to critically evaluate the various Financing and Dividend decisions.



4. The students will be able to select and apply the various techniques of managing working capital.

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	3	3	0	3	2	2	1
CO 2	3	3	0	2	0	2	1
CO 3	3	3	0	2	2	2	1
CO 4	2	3	0	1	1	2	1

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test



Syllabus

Module 1 Introduction to Finance

Introduction to Financial management: Business Finance- Concept, types and scope.

Financial management: objectives, functions and scope - Interface of financial management with other functional areas. Role of finance manager- Financial forecasting - Financial planning. Risk and Return concept: - Relationship between risk and return - Risk Diversification.

Module 2 Time Value of Money & Investment Decisions

Time Value of money and Investment Decisions- Process of compounding - Process of discounting - Future value of Single cash flow and annuity - Present value of a single cash flow and annuity. Investment Decisions: - Capital budgeting - Process of capital budgeting - selection of projects - Estimation of cash flows - Payback and Discounted payback period - Accounting rate of return- NPV - IRR - Capital Budgeting decisions under risk - Capital Rationing - Project selection under rationing.

Module 3 Finance Decisions

Financing and Capital Structure Decision: Sources of Finance: External and Internal financing. Cost of different sources of capital - Weighted average cost of capital (WACC) and Marginal cost of capital. Capital structure decisions - meaning and pattern- Theories of capital structure- Net income approach - Net operating income approach- Traditional approach-MM approach - Optimum capital structure. Leverage - operating, financial and composite leverage.

Module 4 Dividend Decisions

Dividend Decisions: Dividend policy - dividend and its forms - objectives of dividend policy- relevance and irrelevance. Theories of dividend decisions: Walter's Approach - Gordon's Approach - MM Approach

Module 5 Working Capital



Management of Working capital: Meaning and Need of Working capital - factors affecting composition of working capital – Inter dependence among components of working capital – Estimation of working capital – Cash management- Cash flow statement and fund flow statement- Receivables management.

Text book

1. I.M. Pandey, – Vikas publishing , New Delhi, India

References

Brealey, Richard A and Stewart C Myers. Principles of Corporate Finance. McGraw Hill India, 2012.

2. Chandra Prasanna, Financial Management- Theory & Practice, Tata McGraw Hill, 2014.

3. Reddy, G Sudarsana, Financial Management, Himalaya Publishing House, 2011.

4. Van Horne James, Financial Management Policy, Prentice Hall India

Course Reference Support

Journals and Magazines

Journal of Finance

The Review of Financial Studies

Journal of Financial Economics

Journal of Accounting and Economics

Journal of Financial and Quantitative Analysis

Journal of Banking and Finance

Journal of International Financial Management and Accounting

Websites

The Economic Times

Moneycontrol

Business Standard

Livemint



Instructions

- Students are expected to read the concerned session's topics in advance before coming to the class
- In the case study session all students are expected to prepare their analysis and participate in the case discussions
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- The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan

Topics	Hours	Description	
Module 1			
1	Financial management introduction	1	
2	Objectives of Financial management	2	
3	Functions of financial manager	2	
4	Relationship with other functional areas	2	
5	Forecasting and planning	2	
6	Risk and return relationship	2	Assignment
7	Diversification	1	
Module 2			
8	Time value of money	1	
9	Compounding and discounting	2	
10	Future value of single cash flow and annuity	3	
11	Present value of single cash flow and annuity	3	
12	Capital budgeting	2	Process and selection
13	Payback and discounted payback	1	



3			
1 4	NPV	2	
1 5	IRR	2	
1 6	Capital rationing	1	
Module 3			
1 7	Meaning of capital structure	1	
1 8	Cost of Capital	1	
1 9	Sources of finance	2	
2 0	Theories of capital structure	1	Discussion on the use of debt
2 1	Net Income approach and net operating income	2	
2 2	Traditional approach	2	
2 3	MM Approach	2	Assignment
2 4	Leverage	2	Operating, financial and combined
Module 4			
2 5	Dividend decisions	1	Meaning and concept
2 5	Types of dividend	2	
2 6	Stability of dividends	1	
2 7	Walter's and Gordon's approach	2	
2 8	MM approach	2	
Module 5			
2	Working Capital	1	Meaning and concept



9			
3 0	Importance of working capital	1	
3 1	Working capital cycle	1	
3 2	Cash Management	2	Cash flow & fund flow
3 3	Receivables management	1	
3 4	Inventory management	1	




ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Marketing Management
Semester : II
Session : December 2017– May 2018
Batch : 2017 - 2019
Subject Code : PMB2CRT0216

No. of credits :
Prepared by : Dr. Shiny C.M.
Email : Shiny@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9446345377

Approved By



HoD



Principal

Albertian Institute of Management
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Ernakulam
Kochi 682018

Tel : +91-484-2355844 / 45
Web : www.aim.edu.in



Marketing Management
Course Code: PMB2CRT0219
Faculty: Dr. Shiny C.M.

Course Objectives

Marketing Management helps students understand the organizational need, benefits and process of creating long term value for individual customers in through marketing mix, Decisions, Social Marketing and Public Relations, community surveys, use and disposal of goods and services, and how the consumer's emotions, attitudes and preferences affect buying behaviour

Program Outcome

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Student would be able to understand and evaluate the industrial and consumer decision making process
2. Student would be able to analyse the psychological factors that influence purchasing decision of consumers
3. Student would be able to understand and analyse the impact of sociological factors on consumers
4. Students would be able to analyse and create proper strategies to make the consumers satisfied

MAPPING



	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√			√			
CO 2		√			√		√
CO 3			√			√	√
CO 4	√			√			

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is

encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

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Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Class test

Syllabus

Module 1 Introduction to Marketing

Marketing: Meaning, Nature & Scope as the key business function in Organizations – Marketing for New Realities – Holistic Marketing Concept – Extended Marketing Mix – Key Customer Markets: Consumer, Business, Global, Non-profit & Government – Market Space – Meta Markets. Concept of Value chain – Marketing Environment – Internal and External environment – Introduction to Marketing

Research & Modern Marketing Information System – Concept of Big Data – Marketing

Intelligence Market Strategic Planning – Elements of Marketing Plan

Module 2 Buyer Behaviour

Customer Relationship Management – Loyalty Programmes. Types of Consumer Buying Behaviour – Factors affecting Buyer Behaviour - Buyer Roles – Consumer Buying Decision Process: The 5 Stage Model. Organizational Buying Decisions – Buying Center – Tapping Global Markets. Segmentation, Targeting & Positioning – Strategies. Competitor Analysis – Competitive Market Strategies – Leaders, Challengers, Followers & Nichers

Module 3 Product & Pricing Decisions

Creating Value: The Product – Goods & Services Continuum – Classification & Levels of Product –Product Decisions: Product Mix and Product Lines – Concepts. Product Life Cycle Strategies – Brand Concepts – Marketing of Services – Extended Marketing Mix for services – Packaging & Labeling Decisions – Warranties & Guarantees – New Market Offering – Types of new Product – New Product Development: Stages – New Product Success & Failure – Diffusion of Innovation – Pricing Policies & Strategies – Factors affecting Price Determination – Steps in Setting the Price

Module 4 Distribution & Promotion Decisions

Distribution as a part of Value Delivery – Multi-channel marketing – Role of Marketing Channels – Channel Functions & Flows – Channel Levels – Channel Design Decisions – Channel Management Introduction to Retailing & Wholesaling – Franchising –Teleshopping – Shopping through Internet. Communicating Value – Marketing Communication Mix – An overview of Advertising, Sales Promotion, Personal Selling, Direct Marketing, Public Relations – Managing Integrated Marketing

Communications – Managing Holistic Organization – Internal Marketing

Module 5 Marketing Control & Modern Trends in Marketing

Concept, Process & Types of Marketing Control – Marketing Audit –Marketing Challenges in Globalized Era – Marketing through Social Network & Digital platforms – Social Marketing – Elements of Social Marketing Plan – Green Marketing – Consumerism – Introduction to Marketing Analytics

Recommended Books:

Recommended Books:

1. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar, **MARKETINGMANAGEMENT – A South Asian Perspective – Pearson Education** 15 th edition Ramaswamy V.S. & Namakumari S, **MARKETING MANAGEMENT – Global Perspective,Indian context – MacMillan** 4 th edition
2. Rajan Saxena - **MARKETING MANAGEMENT – Tata McGraw Hill – 4 th edition**
3. Kotler Philip & Armstrong Gary, **Principles of Marketing (15th Edition) – Pearson Prentice Hall**
4. Etzel, MJ, BJ Walkerand William J Stanton., **Marketing (Fourteenth Edition).McGraw Hill,2007.**
5. Neelamegham, S., **Marketing in India: Text and Cases (4/e).** Vikas Publishing House, 2012.11. Panda, Tapan K., **Marketing Management: Text and Cases Indian Context.** Excel Books India,2009.

Course Reference Support

Journals and Magazines

1. Journal of Consumer behavior
2. Journal of Consumer Research
3. Journal of Consumer Psychology
4. Journal of Marketing

EBSCO Journals

1. International Journal of Research in Marketing
2. Journal of Consumer behavior
3. Journal of Consumer Research
4. Journal of Consumer Psychology

Websites

1. <https://www.lucidchart.com/blog/consumer-decision-making-process>
2. <https://www.managementstudyguide.com/psychological-factors-affecting-consumer-behaviour.htm>
3. <https://communicationmgmt.usc.edu/blog/consumer-behavior-in-2019-5-trends/>
4. www.freedmaninternational.com/insights/8-current-trends-in-consumer-behaviour-around-the-world/

5. Marketsandorganizations.com
6. <https://college.cengage.com/school/ebooks/053849106X/chapter16.pdf>

Instructions

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Lesson Plan

Teaching plan

Topics	Hours	Description
1 Module 1 Introduction to Marketing Marketing: Meaning, Nature & Scope as the key business function in Organizations – Marketing for New Realities – Holistic Marketing Concept –	1	Marketing: Meaning, Nature
	2	Marketing: Meaning, Nature
	3	Scope as the key business function in Organizations

<p>Extended Marketing Mix – Key Customer Markets: Consumer, Business, Global, Non-profit & Government – Market Space – Meta Markets. Concept of Value chain – Marketing Environment – Internal and External environment – Introduction to Marketing Research & Modern Marketing Information System – Concept of Big Data – Marketing Intelligence Market Strategic Planning – Elements of Marketing Plan</p>	4	Marketing for New Realities	
	5	Holistic Marketing Concept	
	6	Extended Marketing Mix	
	7	Key Customer Markets: Consumer, Business, Global, Non-profit & Government –	
	8	Meta Markets.	
	9	Concept of Value chain	
	10	Marketing Environment – Internal and External environment	
	11	Introduction to Marketing Research & Modern Marketing Information System –	

		12	Concept of Big Data
		13	Marketing Intelligence Market Strategic Planning
		14	Elements of Marketing Plan
2	<p>Module 2 Buyer Behaviour</p> <p>Customer Relationship Management – Loyalty Programmes, Types of Consumer Buying Behaviour – Factors affecting Buyer Behaviour - Buyer Roles – Consumer Buying Decision Process: The 5 Stage Model, Organizational Buying Decisions – Buying Center – Tapping Global Markets.</p> <p>Segmentation, Targeting & Positioning – Strategies, Competitor Analysis – Competitive Market Strategies – Leaders, Challengers, Followers & Nichers</p>	15	Customer Relationship Management
		16	Loyalty Programmes
		17	Types of Consumer Buying Behaviour
		18	Factors affecting Buyer Behaviour
		19	Buyer Roles
		20	Consumer Buying Decision Process: The 5 Stage Model.
		21	Organizational Buying Decisions
		22	Buying Center – Tapping Global Markets.



		23	Segmentation, Targeting & Positioning Strategies.
		24	"
		25	Competitor Analysis
		26	Competitive Market Strategies
		27	Leaders, Challengers, Followers & Nichers
3	<p>Module 3 Product & Pricing Decisions</p> <p>Creating Value: The Product – Goods & Services Continuum – Classification & Levels of Product –Product Decisions: Product Mix and Product Lines – Concepts. Product Life Cycle Strategies – Brand Concepts – Marketing of Services – Extended Marketing Mix for services – Packaging & Labeling Decisions – Warranties & Guarantees – New Market Offering – Types of new Product</p>	28	Creating Value: The Product – Goods & Services Continuum
		29	Classification & Levels of Product
		30	Product Decisions: Product Mix and
		31	Product Lines – Concepts.
		32	Product Life Cycle Strategies
		33	Brand Concepts

	– New Product Development; Stages – New Product Success & Failure – Diffusion of Innovation – Pricing Policies & Strategies – Factors affecting Price Determination – Steps in Setting the Price	34	Marketing of Services
		35	Extended Marketing Mix for services
		36	New Market Offering – Types of new Product development -stages
		37	New Product Success & Failure
		38	Diffusion of Innovation
		39	Pricing Policies & Strategies
		40	Factors affecting Price Determination
		41	Steps in Setting the Price
4	Module 4 Distribution & Promotion Decisions Distribution as a part of Value Delivery – Multi-channel marketing – Role of	42	Distribution as a part of Value Delivery
		43	Multi-channel marketing – Role of Marketing Channels

Marketing Channels – Channel Functions & Flows – Channel Levels – Channel Design Decisions – Channel Management Introduction to Retailing & Wholesaling – Franchising – Teleshopping – Shopping through Internet. Communicating Value – Marketing Communication Mix – An overview of Advertising, Sales Promotion, Personal Selling, Direct Marketing, Public Relations – Managing Integrated Marketing Communications – Managing Holistic Organization – Internal Marketing	44	Channel Functions & Flows
	45	Channel Levels – Channel Design Decisions
	46	Introduction to Retailing & Wholesaling
	47	Franchising – Teleshopping – Shopping through Internet.
	48	Communicating Value –
	49	Marketing Communication Mix
	50	An overview of Advertising, Sales Promotion, Personal Selling, Direct Marketing, Public Relations
	51	Managing Integrated Marketing Communications
52	Managing Holistic Organization – Internal Marketing	

<p>Module 5 Marketing Control & Modern Trends in Marketing</p> <p>Concept, Process & Types of Marketing Control – Marketing Audit –Marketing Challenges in Globalized Era – Marketing through Social Network & Digital platforms – Social Marketing – Elements of Social Marketing Plan – Green Marketing – Consumerism – Introduction to Marketing Analytics</p>	53	Concept, Process & Types of Marketing Control –
	54	Marketing Audit
	55	Marketing Challenges in Globalized Era
	56	changing dynamics in banking industry
	57	Marketing through Social Network & Digital platforms
	58	Social Marketing – Elements of Social Marketing Plan –
	59	Green Marketing – Consumerism
	60	Introduction to Marketing Analytics



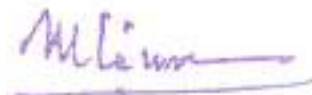
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Human Resource Management**
Semester : **II**
Session : **December - May 2018**
Batch : **2017 - 2019**
Subject Code : **PMB2CRT0317**
No. of credits :
Prepared by : Ms. Indu George
Email : **indu@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **9496119591**

Approved By



HoD



Principal

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1. To be able to apply the different concepts and processes of Human Resource Management based on their core theoretical knowledge
2. To have the ability to outline the nature and sources of conflict and explain the strategies for conflict resolution.
3. To be able to design Job Descriptions and Job Specifications as per the given information.
4. The students will be able to evaluate the need and formulate appropriate processes for recruitment, selection and training

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

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- Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Presentations : Students are divided into groups to make presentations on the different labour and welfare laws in HR.This will help the students to improve their overall knowledge, communication skills, attitude and confidence

Assignments: Assignments must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

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Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

SYLLABUS

Module I

Introduction to Human Resource Management-Importance-Scope and Objectives. Evolution. Line and Staff aspects of HRM, Line managers Human Resource duties. New approaches to organising HR. Strategic Human Resources Management, Strategic HRM tools.

Module II

Job analysis: Methods for collecting Job Analysis Information, Writing Job Description & Job Specification. Human Resource Planning and Recruiting: The Recruitment and Selection process- Planning and Forecasting, Internal and External sources of candidates, Managing HR in challenging times Employee Testing and Selection: Basic testing concepts, Types of Tests. Interview: Process and Types, Guidelines for Interviews

Module III

Orientation, The Training Process, Training Needs Analysis, Training Techniques- On - the-Job & Off-the -Job Training Methods, OJT Process , Training Evaluation. Management Development Programs : Case Study and other Modern Training Method . Performance Management & Appraisal: Process and Techniques. Career Planning and Management Concepts.



Module IV

Establishing Pay Rates: Steps, Job Evaluation. Wage and Salary administration-Steps and factors affecting, Incentives. Benefits and services: Statutory Benefits - Non-statutory Benefits - Insurance Benefits - Retirement Benefits, Flexible Benefits Programs. QWL

Module IV

Industrial relations: Significance, Objectives, Approaches. Industrial Disputes- Causes, Forms, Preventive Machinery. Collective Bargaining: Basic Concepts . Trade unions: Definition, Objectives, Functions Social Security in India, Employee welfare, Grievance Handling and Discipline-Sources and forms of Grievances -Grievance Procedure, Disciplinary Procedure.

Text Book :

1. K. Aswathappa, *Human Resource Management- Text & Cases*, Tata McGraw Hill.

References

1. Gary Dessler & Biju Varkkey, *Human Resource Management*, Pearson.
2. VSP Rao, *Human Resource Management: Text and cases*, Excel Books, New Delhi.
3. Mizra S. Saiyadain, *Human Resources Management*, 4th Ed, Tata McGraw Hill.
4. Raymond Noe, *Employee Training and Development*, Tata McGraw Hill.
5. Wayne Mondy, *Human Resource Management*, Pearson, India.
6. Joe Martocchio, *Strategic Compensation: A Human Resource Management Approach*, Pearson, India.

Faculty Details

Name :Ms. Indu George
Website :www.aim.edu.in
Email : indu@aim.edu.in
Mobile : 9496119591

Assignments / Case Studies



Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include the recruitment methods and training methods followed in the organisation

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Declamations
- Presentations
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. Human resource Management Journal
2. The Journal of Human Resources
3. Journal of Management
4. Industrial Relations
5. Journal of Human Resources
6. Leadership -Quarterly
7. Journal of Organisational Behaviour
8. Organisational Sciences
9. Organisation Behaviour and Human decision Processes
10. Harvard Business Review
11. HRMagazine



12. Workforce Magazine

Websites

1. www.citeHR.com
2. www.ignou.ac.in
3. www.hrzone.com
4. www.study.com
5. www.thehrcapitalist.com
6. www.humanresourcesmba.com
7. www.tutorialspot.com
8. [www. Classcentral.com](http://www.Classcentral.com)
9. www.tutorialspoint.com
10. www.Khan Academy.com
11. www.Udacity.com
12. www.digitahrtech.com

Instructions

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- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
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TEACHING SCHEDULE

Topics	Hrs	Description
Module 1 Introduction to Human Resources Management		



Introduction to Human Resource Management-Importance-Scope and Objectives. Evolution	3	-Concept & Importance of HRM - Scope - Functions of HRM - Evolution of HRM
Line and Staff aspects of HRM, Line managers	1	-Line & Staff aspects of HRM - Need of HR Department in an organisation
Duties of Human Resources Managers	1	- Duties of Line managers as HR managers
Human capital management	2	-Concept of HR as Human Capital - Keeping te Human capital satisfied in an organisation
Module 2 Job Analysis		
Job analysis: Methods for collecting Job Analysis Information, Writing Job Description & Job Specification,	3	- Concept & importance of Job Analysis - Sources and uses of Job Analysis - Methods of Job Analysis - Results of Job Analysis - Writing Job description & Job Specification
Human Resource Planning & Forecasting	4	- Human resource Planning at Macro Level - Factors affecting Manpower Planning -HRP Process - Problems in HRP

The Recruitment and Selection process- Internal and External sources of candidates	3	- Need of recruitment in organisations - Factors affecting recruitment - Recruitment process - Sources of recruitment
Testing and Selection: Basic testing concepts, Types of Tests.	2	- Selection Process - Validity & Reliability of Tests - Types of tests
Interview: Process and Types, Guidelines for Interviews.	1	- Types of Interviews - Do's & Donts in Interview - Guidelines for effective interviews as employer & Employees
Managing HR in challenging times	1	Challenges in recruitment & Selection
Module 3 Training & Performance Management		
Orientation and Placement	1	- Contents of Induction - Types of Induction - Meaning and importance of placements in organisations
Training Process, Training Needs Analysis,	2	- Definition and importance of Training - Steps in the training process
Training Techniques- On -the-Job & Off-the -Job Training Methods, OJT Process,	2	- Types of Training methods- On-The-Job & Off the Job methods
Training Evaluation	1	- Evaluation on Process of training - 4 Level model of Evaluation
Management Development Programs- Case Study and other Modern Training Methods.	2	- Objectives of MDP - Methods for MDP

Performance Management & Appraisal; Process and Techniques.	2	- Definition & Objectives of Performance Management - PA Process - Techniques for PA	
Career Planning and Management Concepts.	2	- Career Management Process - Career Planning Methods	
Module 4 Compensation			
26	Establishing Pay Rates: Steps	1	- Definition & Objectives of Compensation - Factors affecting Compensation - Basic Components of compensation
27	Job Evaluation	2	- Job evaluation Process and methods
28	Wage and Salary administration- Steps and factors	2	- wage Concepts - Wage determination process - Wage Fixation Methods - Wage Differentials+
29	Incentives	3	- Need for Incentives - Requirements of an effective incentive plan - Types of Incentives
30	Benefits and services-Statutory Benefits - Non-statutory Benefits – Insurance Benefits -Retirement Benefits, Flexible Benefits Programs. ESOPs	3	- Statutory Benefits - Non Statutory benefits -Insurance benefits -Retirement benefits -Flexible Benefits -ESOPs
31	QWL	1	- Scope of QWL - Techniques for improving QWL
Module 5 Industrial Relations			
34	Trends in HR Industrial relations; Significance, Objectives, Approaches	2	- Definition, Objectives & Approaches for IR - Significance of IR - Parties in IR
35	Industrial Disputes- Causes, Forms, Preventive Machinery	2	- Objectives of Industrial Disputes - Forms & causes of Industrial Dispute - Preventive Machinery
36	Collective Bargaining: Basic Concepts. Long term settlements: Cases in India	2	- Features & Objectives of Collective bargaining - Collective bargaining cases in India

			- suggestions for effective Collective Bargaining
37	Trade unions: Definition, Objectives, Functions	1	- Need of Trade unions - Objectives & Functions of trade Unions
38	Social Security in India, Employee welfare	2	- Scope of social security - Labour Welfare schemes
39	Grievance Handling, Sources and forms of Grievances -Grievance Procedure	2	- Forms and causes of grievances - Steps in grievance handling mechanism
40	Discipline,Disciplinary Procedure	2	- Objective of Discipline - Types of Discipline - Factors contributing to indiscipline - Precedure for Disciplinary action
	Participative Decision making process – Role of quality circle in TQM	1	- Importance of Participative decision making - Quality Circle & TQM
	Strategic Human Resources Management, Strategic HRM tools.	1	- SHRM - SHRM Tools
		60	

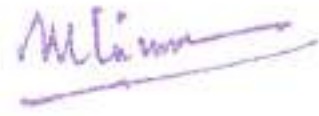
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Operations Management**
Semester : **II**
Session : **December 2017– May 2018**
Batch : **2017 - 2019**
Subject Code : **PMB2CRT0417**
No. of credits :
Prepared by : **Dr. Shiny C.M.**
Email : **shiny@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **09446345377**

Approved By



HoD



Principal

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Operations Management
Course Code: PMB2CRT0417
Faculty: Dr. Shiny C.M.

Course Objectives

Operations management is an area of management concerned with designing and controlling the process of production and redesigning business operations in the production of goods or services. It helps in understanding the best practices to attain the highest level of efficiency within an organisation.

1. To provide basic understanding of the Production / Operations Management function in organisations
2. To sensitise the participants about efficiency and effectiveness in operation function.

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Students will be able to understand the basic concepts of production management.
2. Students will be able to compare and analyse the layouts and manufacturing systems of an organization.



- Students will be able to apply the production and operations planning concepts learning through problem solving.
- Students will be able to create a supply chain management which can be used in manufacturing firms.

MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√			√			
CO 2	√					√	√
CO 3		√	√			√	
CO 4	√				√		√

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

- Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
- Undertaking/Participating in professional surveys (based on certification)
- Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
- Membership in Professional bodies(only in one semester)
- Prize winners in Management games
- Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment



Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted via e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Lecture
- Case Study
- Videos



Syllabus

Module 1 Introduction to Production & Operations Function

Introduction to Production and Operations Functions – Scope of Production and Operations Management – Interaction of Operations Management with other functional areas of Management – Manufacturing and Non-Manufacturing operations and their Classifications – Operations Strategy: Elements of Operations Strategy – 5Ps of Operations.

Module 2 Production & Operations Planning, Manufacturing System, Layout

Production & Operations Planning and Control, Role of Production Planning & Control in Operations Management – Plant Location & Layout: Steps in location selection – Factors influencing Layout – Principles of Layout - Layouts by Products and Process – Hybrid Layout – Design of Operations Systems: Aggregate planning and Master Scheduling, MRP, CRP, Line Balancing & Sequencing – Capacity Planning

Module 3 Materials Management & Vendor Management

Material Handling: Material Handling Principles – Types – Selection & Design of Material Handling System. Materials Management – Functions – Material planning and Budgeting – Value Analysis – Purchase functions and Procedure - Inventory control – Types of Inventory – Safety stock – Inventory Control Systems – Economic Order Quantity (EOQ) – Perpetual – Periodic – Just In Time (JIT) – Managing Vendors; Vendor Analysis, Rating and Selection – Procedure and Criteria.

Module 4 Work Study & Maintenance

Work study, Time and Method study: Definition – Importance – Aims and Procedures – Implications on Productivity – Work measurement – Work sampling – Work environment – Industrial safety – Value analysis. Basics of Maintenance Management – Maintenance Decisions

Module 5 Supply Chain Management & Lean Systems

Supply Chain Management – Concept of Supply chain, Stages and flows in Supply chain, Terminology in Supply chain management – Supply chain disruption- Bull Whip effect. Lean



Systems – Basic understanding about Lean concepts- Pull and Push systems, Jidoka, Poke-Yoke, 5S, Total Preventive Maintenance (TPM), Toyota Production System, Kanban System.

Recommended Books:

1. Lee J. Krajewski et al, Operations Management, Process and Supply chains. 11th Edition Pearson India Education Services Ltd. India
2. Russel& Taylor, Wiley, Management, Quality and Competitiveness in a Global Environment, Fifth Edition, India Edition
3. BuffaSarin, Wiley, Modern Production and Operations Management, India Edition
4. KanishkaBedi, Production and Operations Management, Oxford University Press.
5. Aswathappa K and ShridharaBhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.
7. Mahadevan B, Operations Management Theory and Practice, Pearson Education, 2007.

Course Reference Support

Journals and Magazines

1. Journal of Operations Management
2. Manufacturing and Service Operations Management
3. Production and Operations Management
4. Production Planning and Control
5. Journal of Manufacturing Processes

EBSCO Journals

1. International Journal of Supply and Operations Management

Websites

1. onlinelibrary.wiley.com/journal/19375956
2. www.poms.org/journal/
3. www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
4. link.springer.com/referenceworkentry
5. global.toyota/en/company/vision-and-philosophy/production-system/



Instructions

- Students are expected to read the concerned session's topics in advance before coming to the class
- In the case study session all students are expected to prepare their analysis and participate in the case discussions
- All schedules/announcements must be strictly adhered to
- The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Lesson Plan

Module	Session No	Covered Topics
Module 1 Introduction to Production & Operations Function Introduction to Production and Operations Functions - Scope of Production and Operations Management - Interaction of Operations Management with other functional areas of Management - Manufacturing and Non Manufacturing operations and their	1	Introduction to production and operations functions
	2	Introduction to production and operations functions
	3	Scope of Production and Operations Management
	4	Interaction of Operations Management with other functional areas of Management
	5	Manufacturing and Non Manufacturing operations and their Classifications



Classifications - Operations Strategy: Elements of Operations Strategy - 5Ps of Operations.	6	Operations Strategy:
	7	Elements of Operations Strategy
	8	5Ps of Operations.
Module 2 Production & Operations Planning, Manufacturing System, Layout Production & Operations Planning and Control, Role of Production Planning & Control in Operations Management - Plant Location & Layout: Steps in location selection - Factors influencing Layout - Principles of Layout - Layouts by Products and Process - Hybrid Layout - Design of Operations Systems: Aggregate planning and Master Scheduling, MRP, CRP. Line Balancing & Sequencing - Capacity Planning	9	Production & Operations Planning and Control
	10	Role of Production Planning & Control in Operations Management
	11	Plant Location & Layout:
	12	Steps in location selection
	13	Factors influencing Layout
	14	Principles of Layout
	15	Layouts by Products and Process
	16	Hybrid Layout
	17	Design of Operations Systems:
	18	Aggregate planning
	19	Master scheduling
	20	MRP
		CRP
	21	Line balancing and sequencing
22	Line balancing and sequencing	
	Capacity planning	
Module 3 Materials Management & Vendor Management Material Handling: Material Handling Principles - Types - Selection & Design of Material Handling System. Materials Management - Functions - Material Planning and Budgeting - Value Analysis - Purchase functions and Procedure - Inventory control - Types of Inventory - Safety stock - Inventory Control Systems - Economic Order Quantity (EOQ) - Perpetual - Periodic - Just In Time (JIT) - Managing Vendors; Vendor Analysis, Rating and Selection - Procedure and Criteria.	23	Material Handling
	24	Material Handling Principles
	25	
	26	Types- material handling
	27	Selection & Design of Material Handling System
	28	Materials Management
	29	Functions of materials handling
	30	Material Planning and Budgeting
	31	Value Analysis
	32	Purchase functions and Procedure
	33	Inventory control
	34	Types of Inventory
	35	Safety stock -
	36	Inventory Control Systems
	37	Economic Order Quantity (EOQ)



	38	Perpetual - Periodic - Just In Time (JIT)
	39	Managing Vendors
	40	Vendor Analysis, Rating and Selection
	41	Procedure and Criteria.
Module 4 Work Study & Maintenance	42	Work study
Work study, Time and Method study: Definition - Importance - Aims and Procedures - Implications on Productivity - Work measurement - Work sampling - Work environment - Industrial safety -Value analysis. Basics of Maintenance Management - Maintenance Decisions	43	Time study
	44	Method study
	45	Implications on Productivity
	46	Work measurement
	47	Work sampling
	48	Work environment
	49	Industrial safety
	50	Value analysis
	51	Basics of Maintenance Management, maintenance decisions
Module 5 Supply Chain Management & Lean Systems	52	Supply Chain Management - Concept of Supply chain
Supply Chain Management - Concept of Supply chain, Stages and flows in Supply chain, Terminology in Supply chain management -Supply chain disruption- Bull Whip effect. Lean Systems - Basic understanding about Lean concepts- Pull and Push systems, Jidoka, Poke-Yoke, 5S, Total Preventive Maintenance (TPM), Toyota Production System, Kanban System.	53	Stages and flows in Supply chain
	54	Terminology in Supply chain management
	55	Supply chain disruption- Bull Whip effect
	56	Lean Systems - Basic understanding about Lean concepts
	57	Pull and Push systems
	58	Jidoka, Poke-Yoke, 5S,
	59	Total Preventive Maintenance (TPM), Toyota Production System,
	60	Kanban System.



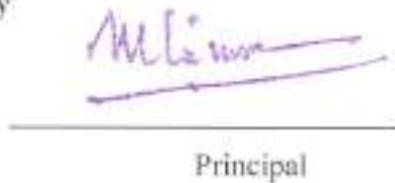


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **OPERATIONS RESEARCH**
Semester : **II**
Session : **December - May**
Batch : **2017 - 2019**
Subject Code : **PMB2CRT0517**
No. of credits :
Prepared by : **Dr. Geo Jos Fernandez**
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OPERATIONS RESEARCH

Course Code: PMB2CRT0519

Introduction

The subject's intent is to familiarize the participants with the scope and applications of Operations Research in Managerial decision making. This subject will impart basic insights to students about use of various Scientific Tools and Models in OR for Business Analysis and will provide basic insights into Decision Science and Decision Environment.

Program Outcome

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

Intended Student Learning Outcomes (Course Outcomes)

1. Understand and apply theories and concepts of Operations Research and Models in OR
2. Develop an insight of Transportation and Assignment Problems and Demonstrate in real time projects as how to interpret the data set
3. Evaluate the effectiveness of different Network Analysis Techniques, for a given



data set and choose the best.

4. Apply the concepts of Game Theory to find solutions to business as well as day to day scenarios

MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√	√					
CO 2		√					
CO 3				√	√	√	
CO 4		√	√			√	√

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs over

SYLLABUS

Module 1 Quantitative Techniques and Business Management

Module 1

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Introduction to Operations Research, Concept of Optimization, Decision making through Operations Research, Models and Modeling in OR, General methods for solving OR models, Application and Scope of OR – Basic OR models.

Module 2

Linear programming- Formulation of LPP, Graphical method, Simplex method, Maximization problems – Minimization problems, Problems involving artificial variables. Concepts of- Duality, Sensitivity analysis, Degeneracy in LPP. Integer Programming Problems, Gomory's cutting plane algorithm, Introduction to Branch and Bound Techniques (Theoretical aspects only)

Module 3

Transportation problems: Formulation, Methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel's Approximation Method), Test for optimality (MODI Method), Unbalanced Transportation Problems, Maximization Transportation Problems. Assignment Problems: Formulation, Methods of solution, Hungarian method, Unbalanced problems, Maximization problems

Module 4

Network Analysis: CPM and PERT-Time estimation-Critical Path, Basic Concepts of Crashing. Replacement Problems: Replacement of assets that deteriorate with time, Replacement of assets that fail completely.

Module 5

Decision theory: Concepts of decision making, Decision making environments, Decision making under uncertainty, Decision making under risk, Decision tree analysis, Sensitivity Analysis – Game Theory: Concept of game, Two-person zero-sum game; N Person Game, Pure and Mixed Strategy Games, Saddle Point, Probability Method-Dominance Method and Linear Programming Method for solving Mixed Strategy Game.

Recommended Books:

1. Sharma, J K. Operations Research: Theory and Applications (5/e). New Delhi:



Laxmi Publications, 2013.

2. Taha, Hamdy A. Operations Research: An Introduction (9/e). Prentice Hall, 2010.
3. Ravindran, A and Don T Phillips. Operations Research: Principles and Practice. John Wiley & Sons, 1987.
4. Vohra, N D. Quantitative Techniques for Management, Tata McGraw Hill Education, 2015

Faculty Details

Name : Ms. Sajitha Mony
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Mobile : 9747006070

Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

Corporate Report

Report should include the functional areas and the role of business analytics in it.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games



- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. Harvard Business Review
2. Business Insider
3. JSTOR: Mathematics & Statistics Collection
4. MathSciNet
5. SQU Scientific Journals
6. Media Week
7. Business Today

Websites

1. www.tutorialspoint.com
2. www.citeops.com/
3. www.Khan Academy.com
4. www.Udacity.com
5. www.Envato Tuts+.com
6. www.Study.com.com

Instructions

- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions



- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed

Teaching plan

Topics	Hours	Description
1 Module 1 Introduction to Operations Research, Concept of Optimization, Decision making through Operations Research, Models and Modeling in OR, General methods for solving OR models, Application and Scope of OR – Basic OR models.	1	Introduction to Operations Research
	2	Decision making through Operations Research
	2	Models and Modeling in OR
	4	Models and Modeling in OR
	5	Models and Modeling in OR
	6	Application and Scope of OR
	7	Application and Scope of OR
	8	Basic OR models.
2 Module 2 Linear programming- Formulation of LPP, Graphical method, Simplex method, Maximization problems – Minimization problems, Problems involving artificial variables. Concepts of- Duality, Sensitivity analysis, Degeneracy in LPP, Integer Programming Problems, Gomory's cutting plane algorithm, Introduction to Branch and Bound Techniques	9	Linear programming-
	10	Formulation of LPP,
	11	Formulation of LPP,
	12	Graphical method,
	13	Graphical method,
	14	Simplex method,
	15	Simplex method,
	16	Duality, Sensitivity analysis, Degeneracy in LPP.
	17	Duality, Sensitivity analysis, Degeneracy in LPP.

	(Theoretical aspects only)	18	Integer Programming Problems
3	Module 3 Transportation problems: Formulation, Methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel's Approximation Method), Test for optimality (MODI Method), Unbalanced Transportation Problems, Maximization Transportation Problems. Assignment Problems: Formulation, Methods of solution, Hungarian method, Unbalanced problems, Maximization problems	19	Transportation problems
		20	NWCR
		21	LC
		22	VAM
		23	Test for optimality (MODI Method)
		24	Assignment Problems
		25	Assignment Problems
		26	Assignment Problems
		27	Assignment Problems
4	Module 4 Network Analysis: CPM and PERT-Time estimation-Critical Path, Basic Concepts of Crashing. Replacement Problems: Replacement of assets that deteriorate with time, Replacement of assets that fail completely.	28	Assignment Problems
		29	Network Analysis:
		30	Network Analysis:
		31	CPM
		32	CPM
		33	PERT
		34	Replacement Problems
		35	Replacement Problems
5	Module 5 Decision theory: Concepts of decision making, Decision making environments, Decision making under	36	Replacement Problems
		37	Decision theory:
		38	Decision making environments
		39	Decision making under uncertainty
		40	Decision making under uncertainty

uncertainty, Decision making under risk, Decision tree analysis, Sensitivity Analysis – Game Theory: Concept of game, Two-person zero-sum game; N Person Game, Pure and Mixed Strategy Games, Saddle Point, Probability Method-Dominance Method and Linear Programming Method for solving Mixed Strategy Game.	41	Game Theory:
	42	Game Theory:
	43	Game Theory:
	44	Game Theory:
	45	Assessment
	46	Assessment
	47	Assessment
	48	Cases
	49	Cases

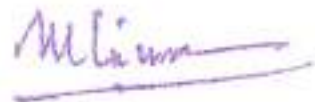


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Management Information Systems**
Semester : **II**
Session : **December- May**
Batch : **2017 - 2019**
Subject Code : **PMB2CRT0617**
No. of credits :
Prepared by : **Ms. Sangeetha J**
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Mobile : **9496229584**


Head of Department

Approved By



Principal

Albertian Institute of Management
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Tel : +91-484-2355844 / 45
Web : www.aim.edu.in



MANAGEMENT INFORMATION SYSTEM

Course Code: PMB2CRT0617

Introduction

This subject helps the student to understand the Importance of Information System in Business and familiarize them with the Information Technologies and Methods used for effective Decision making in an organization. It also helps them to understand the security and ethical issues in Information systems.

Program Outcome

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

Intended Student Learning Outcomes

1. Students would be able to explain and apply the functions, roles and components of information systems in different situations.
2. Student would be able to analyze how information technology impacts a firm
3. Students would be able to critically evaluate the strategic role of information systems in organizations.
4. Students would demonstrate the ability to describe the fundamental concepts of cyber security.



MAPPING

√	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO 1	√					√	
CO 2		√				√	
CO 3					√	√	
CO 4		√	√			√	√

EVALUATION STRATEGY

The internal evaluation is based on internal assessment that includes participant's attendance (5), active class participation(5), assignments(10), Internal seminars/role-plays/presentations/Quiz(5) ,Corporate report(5) and continuous evaluation tests(10)

Subject to a maximum of 40 marks

1. Publications in National & International Journals & Magazines/
Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies (only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

SYLLABUS**Module 1 Foundation to Information System**

Basics - Data, Information, Information Technology- basic functions, Information System Roles of information systems, System concept and Organization as a system – Components of Information Systems and IS activities, Emergence of Digital Firm , Types of IS

Module 2 Information System in Business

Department of Business Administration St. Albert's College(Autonomous), Ernakulam



Business Information systems – Marketing Information System, Financial Information System, Manufacturing Information System, Human resource Information System, Transaction Processing System, Office automation system, KWS and GIS, ERP

Module 3 Management & Decision Support System

Decision Support Systems – Types – Web based DSS – GDSS, Management Information Systems – MIS Implementation. Expert systems – Knowledge based expert systems and Executive Information Systems – Artificial Intelligence Technologies –Data Mining and Data Warehousing

Module 4 Strategic Role of Information System

Strategic Uses of Information Technology –IT in the value chain –Business change models- Business Process Re-engineering (BPR) – BPR versus continuous improvement – Seeking and gaining competitive advantage – Drivers of IT investments-Measuring the value of IT investments-Justifying IT investments – Challenges of Strategic Information System – Enterprise wide systems E- Business Applications and E-governance

Module 5 Cyber Security

Securing Information Systems – System vulnerability and abuse – Wireless security challenges – malicious software –hackers and cyber vandalism – computer crime and cyber terrorism. Business values and ethics of security and control – Firewalls – Intrusion – Detection systems – Anti-virus software. Securing wireless networks – Encryption and public key infrastructure – ensuring system availability. Security issues for cloud computing and the mobile digital platform.

Recommended Books:

1. James A O'Brien, George M Marakas and Ramesh Behl, Management Information Systems, Ninth edition, Tata McGraw Hill Education Private Ltd, 2012
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.
3. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.



4. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
5. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
6. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013

Assignments / Case Studies

Topics for the assignments & Case Studies will be either announced in the class during course or put in the shared folder.

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Report should include the functional areas and the role of business analytics in it.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test

Course Reference Support

Journals and Magazines

1. IEEE Transactions on Industrial Informatics
2. Information Sciences
3. Knowledge-Based Systems
4. Information Fusion
5. Expert Systems with Applications
6. IEEE Transactions on Big Data



7. Knowledge and Information Systems
8. Information and Software Technology
9. Information Processing and Management
10. MIS Quarterly: Management Information Systems
11. Journal of Management Information Systems
12. Data Mining and Knowledge Discovery

Websites

1. www.tutorialspoint.com
2. www.citeops.com/
3. www.Khan Academy.com
4. www.Udacity.com
5. www.Envato Tuts+.com
6. www.Study.com.com

Session plan

Topics	Hours	Description
1 Module 1 Foundation to Information System Basics - Data, Information, Information Technology- basic functions, Information System Roles of information systems, System concept and Organization as a system – Components of Information Systems and IS activities, Emergence of Digital Firm , Types of IS	1	Foundation to Information System
	2	Basics - Data, Information
	2	Information Technology- basic functions,
	4	Information System
	5	Roles of information systems,
	6	System concept and Organization as a system
	7	Components of Information Systems and IS activities
	8	Emergence of Digital Firm ,
	9	Types of IS
2 Module 2 Information System in Business Business Information systems –	10	Business Information systems
	11	Marketing Information System,
	12	Financial Information System

	Marketing Information System, Financial Information System, Manufacturing Information System, Human resource Information System, Transaction Processing System, Office automation system, KWS and GIS, ERP	13	Manufacturing Information System
		14	Human resource Information System
		15	Transaction Processing System,
		16	Office automation system
		17	KWS
		18	GIS,
		20	ERP
3	Module 3 Management & Decision Support System Decision Support Systems – Types – Web based DSS – GDSS, Management Information Systems – MIS Implementation. Expert systems – Knowledge based expert systems and Executive Information Systems – Artificial Intelligence Technologies –Data Mining and Data Warehousing	21	Decision Support Systems
		22	Types – Web based DSS
		23	GDSS
		24	Management Information Systems
		25	MIS Implementation.
		26	Expert systems
		27	Knowledge based expert systems
		28	Executive Information Systems
		29	Artificial Intelligence Technologies
		30	Data Mining and Data Warehousing
4	Module 4 Strategic Role of Information System Strategic Uses of Information Technology –IT in the value chain –Business change models- Business Process Re-engineering (BPR) – BPR versus continuous improvement – Seeking and gaining competitive advantage – Drivers of IT investments-	31	Strategic Uses of Information Technology
		32	–IT in the value chain
		33	Business change models- Business Process Re-engineering (BPR)
		34	BPR versus continuous improvement
		35	Seeking and gaining competitive advantage



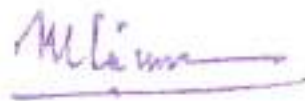
	Measuring the value of IT investments-Justifying IT investments – Challenges of Strategic Information System – Enterprise wide systems E-Business Applications and E-governance	36	Drivers of IT investments
		37	Measuring the value of IT investments-Justifying IT investments
		38	Challenges of Strategic Information System
		39	Enterprise wide systems E-Business Applications and E-governance
5	Module 5 Cyber Security Securing Information Systems – System vulnerability and abuse – Wireless security challenges – malicious software –hackers and cyber vandalism – computer crime and cyber terrorism. Business values and ethics of security and control – Firewalls – Intrusion – Detection systems – Anti-virus software. Securing wireless networks – Encryption and public key infrastructure – ensuring system availability. Security issues for cloud computing and the mobile digital platform.	40	Securing Information Systems
		41	System vulnerability and abuse
		42	Wireless security challenges
		43	malicious software –hackers and cyber vandalism
		44	computer crime and cyber terrorism
		45	Business values and ethics of security and control
		46	– Firewalls – Intrusion – Detection systems
		47	Anti-virus software. Securing wireless networks
		48	Securing wireless networks – Encryption and public key infrastructure – ensuring system availability
49	Security issues for cloud computing and the mobile digital platform.		

ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Organizational Behaviour**
Semester : **II**
Session : **December - May**
Batch : **2017-19**
Subject Code : **PMB2CRT0717**
No. of credits :
Prepared by : **Mr. Gopesh C.R.**
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LESSON PLAN

Course: MBA @ AIM

Semester: II (2017 – 2019 Batch)

Name of the Faculty: Gopesh C.R.

Subject: Organizational Behaviour

Session No.	Module No.	Topic	Related Exercises / Remarks
1		Introduction	
2		Orientation to the Future Life, Career and the MBA Course as a Bridge	Brain Storming & Discussion
3		Concept and Characteristics of Organizations	Brain Storming & Discussion
4		Concept, Characteristics & Determinants of Behaviour	Brain Storming & Discussion
5		Aptitude Test; Subject Orientation	Written Test
6		Syllabus Discussion	
7		Roles & Functions of Managers in Organizations	
8		Roles & Functions of Managers in Organizations (contd.)	
9		OB: Meaning, Considerations, Objectives and Reasons for Studying	
10		Nature and Disciplines contributing to OB	Written Assignment & Presentation
11		Systems view of OB	
12		Challenges & Opportunities for OB	Written Assignment & Presentation
13	I	Meaning and Elements of Learning; Theories of Learning: Classical Conditioning	Scenario Analysis
14		Operant Conditioning Learning Theory & Reinforcement Strategies	
15		Operant Conditioning Learning Theory & Reinforcement Strategies (Contd.)	Scenario Analysis
16		Social Learning Theory; Shaping Behaviour & OB Mod: Lessons for Managers	
17		Perception: Meaning, Process and Influencing Factors	Picture Interpretation

Session No.	Module No.	Topic	Related Exercises / Remarks
18		People Perception – Attribution Theory	Scenario Analysis
19		Perceptual Errors	
20		Organizational Applications of Perception	
21		Motivation: Meaning, Elements and Theory Classification	Video Presentation & Discussion
22		Content Theories: Maslow's Hierarchy, ERG theory, Theories X & Y	
23		Content Theories: Two-factor Theory, Theory of Needs, Summary	Scenario Analysis
24	II	Process theories: Cognitive Evaluation, Reinforcement, Self-Efficacy	
25		Process theories: Equity Theory, Goal-Setting Theory	
26		Process theories: Goal-Setting (contd.), Vroom's Expectancy Theory	
27		Business Applications of Motivation	Group Presentation & Discussion
28		Values: Meaning, Sources and RVS	
29		Attitude: Definition, Components, Formation	
30		Major Job Attitudes, Ways of changing Attitude	Scenario Analysis
31	I	Personality: Meaning, Determinants and Theory Classification	
32		Psycho-Analytic Theory	Scenario Analysis
33		Type A & Type B Personalities, MBTI	Role Play
34		Big 5 Personality Model, 16 factor personality	
35		Major Personality Attributes in OB	
36		Job satisfaction: Meaning, Determinants, Employee Responses	Group Presentation & Discussion
37	II	Outcomes & Enhancement of Job Satisfaction, Morale	Group Presentation & Discussion
38		QWL, Job Rotation, Job Enlargement & Job Enrichment	Group Presentation & Discussion

Session No.	Module No.	Topic	Related Exercises / Remarks
39	IV	Groups: Meaning, Dynamics, Classification, Reasons	Group Presentation & Discussion
40		Tuckman's Group Formation Theory, Group Behaviour Model	
41		Group Decision-making: Meaning, S&W, Techniques	
42		Kinesics and Body language	
43		Teams: Concept, Diff. with Group,	
44		Team Building and Management	
45		Leadership: Meaning, Fundamental Styles, Leader Vs. Manager	
46		Leadership Theory Classification; Trait Theory, Behavioural Theories	
47	III	Managerial Grid, Contingency Theories, Transactional Vs. Transformational Leadership	Group Presentation & Discussion
48		Power: Meaning, Bases / Sources, Power Tactics	
49		Politics: Meaning, Reasons	
50		Impact of Organizational Politics	
51		Org. Change: Meaning, Forces, Resistance	
52		Overcoming the Resistance, Lewin's 3-step model	
53		Transactional Analysis: Meaning and Type of Transactions	
54	V	Concept of Johari Window and its Applications	
55		Org. Culture: Meaning, Functions, Formation, Impact	
56		Work Stress: meaning, Sources and Consequences; Managing Stress	
57		Emotional Intelligence & Conflicts	
58		Org. Development: Meaning and Interventions	
59		OD Interventions (Cond.)	

Session No.	Module No.	Topic	Related Exercises / Remarks
60	I - V	REVISION	
<i>Internal Assessment Tests & Model Exam as scheduled by College</i>			

Mini Projects & Presentations:

1. Behaviour Management in a selected Organization, as the part of Corporate Study
2. Appreciative Culture in a selected Organization


Reference Books:

1. Organizational Behaviour by Stephen Robbins
2. Organizational Behaviour by S. Robbins, TA Judge and N. Vohra

ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Entrepreneurship & Project Management**
Semester : **II**
Session : **December 2017– May 2018**
Batch : **2017 - 2019**
No. of credits :
Prepared by : **Dr. Geo Jos Fernandez**
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Entrepreneurship & Project Management

Faculty: Dr. Geo Jos Fernandez

Course Objectives

The course aims to develop students' ability to create, lead and coordinate projects and also intends to provide tools and methods in order to make use of entrepreneurial thinking, and in particular to raise the profile of student entrepreneurship.

Students will be trained in the ability to cooperate in and lead project groups, in which different competences are represented. The course therefore takes as its starting point the group and its development in connection with a concrete project that develops continuously throughout the entire course. Students will be introduced to traditional project methods and models for dealing with and developing knowledge within the project.

Program Outcome

1. Students will demonstrate strong conceptual knowledge in the functional area of management
2. Students will demonstrate effective understanding of relevant functional areas of business and their application
3. Students will demonstrate analytical skills in identification and resolution of problems in general management
4. Students will be able to develop and evaluate alternate managerial decisions and identify optimal solutions
5. Students will demonstrate effective application capabilities of their conceptual understanding to the real world business situations
6. Students will be able to exhibit effective decision making skills, employing analytical and critical-thinking ability
7. Students will exhibit the ability to integrate functional areas of management
8. Students will have global perspective towards business situations
9. Students will demonstrate effective oral and written communication skills in the professional context



10. Students will be able to work effectively in teams and demonstrate team building capabilities
11. Students will exhibit leadership and networking skills while handling business situations
12. Students will demonstrate sensitivity towards ethical and moral issues and have ability to address them in the course of business
13. Students will demonstrate employability traits in line with the needs of changing dynamics of the industry
14. Students will exhibit deployable skills pertinent to the business sector

Evaluation Strategy

The internal evaluation is based on internal assessment that includes but not limited to participant's attendance (5), active class participation (5), assignments (10), Internal seminars/role plays/presentations/Quiz (5), Corporate report (5) and continuous evaluation tests (10)

Students can also score internal marks by complying with the following re-requisites (pre-set marks are defined for each pre-requisite)

1. Publications in National & International Journals & Magazines/ Presenting papers in National & International seminars
2. Undertaking/Participating in professional surveys (based on certification)
3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
4. Membership in Professional bodies(only in one semester)
5. Prize winners in Management games
6. Internships in MNCs/TNCs

The above criteria is subject to a maximum of 40 marks in internal assessment

Class Tests / Quiz: Class Tests containing short theory questions to ascertain that whether the students could understand the basic concepts or not. (60 - 90 Minutes)

Syndicate Sessions & Assignments: Syndicates will be held dividing the class into number of batches for conducting case studies/Presentations etc. Cooperation among the students is encouraged and the students must try the home work/assignments individually. And the individual effort is necessary for an effective problem solving strategy, which is essential to good exam performance and to successful professional practice later on. Solutions must be neat and well written. (Marks will be deducted for messy assignments/tests/exam. (Unreadable work will not be graded). Late assignments will not be accepted (mark of zero), the copied assignments will also be marked as zero. The selected topics from the Units/ Chapters from the text books and the other reference books will be given for assignments.

E-Mail and Online Classroom (LMS)

Each student in the class should have an official e-mail id (name@stu.alberts.edu.in) and a password to access the LMS system regularly. Regularly, important information – Date of conducting class tests, guest lectures, syndicate sessions etc. to the class will be transmitted *via* e-mail/LMS. Half of the assignments will be only accepted through LMS and one online class test will also be conducted through LMS.

Pedagogy

Interactive approach during the study. Students shall be advised in advance to prepare the topics for discussion in the class), Work in small groups and personalized teaching (Student counseling, tutoring, and individual projects/ assignments, exercises, Games)

- Presentations (Individual/Group)
- Case Study/Group Management Games
- Group Discussion
- Industry Expert Led Lectures
- Quiz/Class test



Syllabus

Module 1

Entrepreneur: Definition and Functions; Characteristics of Entrepreneur; Innovation and entrepreneur; Role of entrepreneur in economic development; Floating of small business: Features of small business; Advantages of small business; Setting up small scale industrial unit; Government regulatory framework for small business.

Module 2

Identification of business opportunities for small business: project ideas, screening of project ideas; Environment scanning and opportunity analysis; Market demand analysis; Demand Forecasting; technical analysis: materials and inputs; production technology; product mix; Plant location and layout; selection of plant and equipment.

Module 3

Concept of Project : Generation and screening of project idea-- Project formulation- market demand and situation analysis-- technical analysis; financial analysis, analysis of project risk, firm risk and market risk, cost benefit analysis, social cost benefit analysis—Environmental appraisal of projects – stress on environment—a project report preparation.

Module 4

Project planning-- Developing project teams – Setting goals and getting commitment— Project Scheduling – Resource Management – Project Implementation-- Using micro soft project for project management: Major features of MS project and their application in project management.

Module 5

Project Implementation--Project Management Organization--Importance of Project Management in organisation---monitoring and control of projects--parameters for monitoring and control--process of monitoring- Computer based Project Management.

Recommended Books:

1. Prasanna Chandra: Projects – Planning, Analysis, Selection, Financing, Implementation and Review – CFM-MHE Professional Series in Finance, 8th Edition
2. Bhavesh M Patel : Project Management, Vikas Publications
3. R. Gopal, PradipManjrekar -Entrepreneurship & Innovation Management – Abe Books
4. Desai, Vasant – Entrepreneurship Management: Passion, Works, Wonders, Himalaya Publishing House

Instructions



- a) Students are expected to read the concerned session's topics in advance before coming to the class
- b) In the case study session all students are expected to prepare their analysis and participate in the case discussions
- c) All schedules/announcements must be strictly adhered to
- d) The complete syllabus would be covered for Viva-voce and one must be thoroughly prepared to appear for the viva and strictly appear on given time, otherwise, he/she will lose the marks.
- e) Late entry of Students to class beyond 5 minutes of appointed time is not allowed



Lesson Plan

Module	Session No	Lesson Plan
Module 1	1 - 2	Entrepreneur: Definition and Functions
	3	Characteristics of Entrepreneur
	4	Innovation and entrepreneur
	5	Role of entrepreneur in economic development
	6	Floating of small business
	7	Features of small business; Advantages of small business
	8	Setting up small scale industrial unit
	9	Government regulatory framework for small business
	10-12	Empathy Canvas
Module 2	13	Identification of business opportunities for small business
	14	Project ideas: screening of project ideas
	15	Environment scanning and opportunity analysis
	16	Market demand analysis
	17	Demand Forecasting
	18	technical analysis
	19	materials and inputs
	20	production technology
	21	product mix
Module 3	22	Plant location and layout; selection of plant and equipment
	23	Concept of Project : Generation and screening of project idea-- Project formulation
	24-26	market demand and situation analysis-- technical analysis; financial analysis,
	27-28	analysis of project risk, firm risk and market risk
	29	cost benefit analysis, social cost benefit analysis
	30	Environmental appraisal of projects
	31	stress on environment
32	A project report preparation.	
Module 4	33-34	Project planning
	35	Developing project teams
	36	Setting goals and getting commitment
	37-39	Project Scheduling
	40-41	Resource Management
	42-43	Project Implementation



	44-46	Using micro soft project for project management: Major features of MS project and their application in project management
Module 5	47-48	Project Implementation
	49-50	Project Management Organization
	51	Importance of Project Management in organisation
	52	Monitoring and control of projects
	53-54	Parameters for monitoring and control
	55-56	Process of monitoring
	57	Computer based Project Management.
	58-60	Class Tests / Revision / Assignments

