


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 2018
Batch : 2018 - 2020
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


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Principal

Albertian Institute of Management
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Principles and Practices of Management

Course Code: PMB1CRT0118

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
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

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

- 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: 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.	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 - Planning premises, 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	29	Delegation of Authority
Organising - Line Vs Staff	30	Principles in Organising
Authority - Networking and	31	Networking and Virtual Organizations
Virtual 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 as	51	Requirements for effective controlling
Control Technique - Information	52	Types of control
Technology in Controlling -	53	Budget as control technique
Control Techniques- Control and	54	Information Technology in Controlling
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
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Programme : **Master in Business Administration**
Course : Business Communication
Semester : 1
Session : June - November 2018
Batch : 2018 - 2020
Subject Code : PMBICRT0217
No. of credits :
Prepared by : Ms. Indu George
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Mobile : 9496119591

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Kochi 682018

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.

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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

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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.

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

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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

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

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

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
		-Intrapersonal Communication

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Types of communication	2	- 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 11



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	



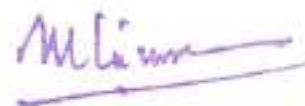
ALBERTIAN INSTITUTE OF MANAGEMENT
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Programme : **Master in Business Administration**
Course : **Managerial Economics**
Semester : **I**
Session : **June – November 2018**
Batch : **2018- 2020**
Subject Code : **PMBICRT0319**
No. of credits :
Prepared by : **Dr. Geo Jos Fernandez**
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Approved By



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Managerial Economics
Course Code: PMB1CRT0319
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

Intended Student Learning Outcomes (Course Outcomes)

After completion of the course Students will:

1. Conceptually explain how individuals in societies and Firms deal with the fundamental problem of scarce resources
2. Be able to analyze the effects, caused by the shifts in Supply and Demand Curves, to both price and output and consequently be able to analyze its impact on the profits of a firm
3. Be able to apply the tools of Demand such as Elasticity and Forecasting to understand how they impact the firm's profitability and strategic intent
4. Be able to analyze the cost/supply side of the firm from both Cost as well as Production perspectives and will be able to make cost minimization decisions with respect to production in a firm
5. Be able to comprehend the existence of different market structures and their consequences to profit maximization
6. Be able to articulate both implications of macroeconomic policies and its impact on the Business Environment

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)

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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 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



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 : I
Session : June – November
Batch : 2018 - 2020
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

Approved By


HoD


Principal

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Kochi 682018

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ACCOUNTING FOR MANAGEMENT

Course Code: PMBICRT0417

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	



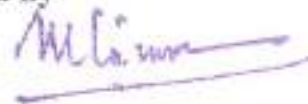
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **QUANTITATIVE METHODS FOR MANAGEMENT**
Semester : **I**
Session : **June- November**
Batch : **2018-2020**
Subject Code : **PMB1CRT0517**
No. of credits :
Prepared by : **Ms. Sajitha Mony**
Email : **sajitha@alberts.edu.in**
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Mobile : **9747006070**



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QUANTITATIVE METHODS FOR MANAGEMENT

Course Code: PMB1CRT0517

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 : Ms. Sajitha Mony
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Email : sajitha@alberts.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. 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.
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- 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



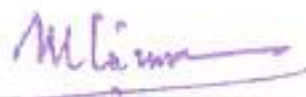
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Business Law**
Semester : **I**
Session : **June 2018-November 2018**
Batch : **2018 - 2020**
Subject Code : **PMB1CRT0617**
No. of credits :
Prepared by : **Dr. Manju Das S K**
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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 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 - Provision Relating to Performance and Discharge of Contracts - Quasi contracts – Breach of Contract and its remedies.

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



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

Name :Dr. Mahalakshmi Sankar
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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 Rep



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. Bagriyal 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 or 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 : **Environmental Management**

Semester : **I**
Session : **June- November**
Batch : **2018-2020**
Subject Code : **PMB1CRT0717**
No. of credits :
Prepared by : **Dr. Manju Das S.K.**
Email : **manju@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **9388196479**

Approved By



Head of Department



Principal

Albertian Institute of Management
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Web : www.aim.edu.in



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

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



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

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



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 Importance and Sustainability - The Brundtland Report. Eco-system: Components – Biotic and abiotic components . Biodiversity - Definition, Principles, Bio-diversity in India.	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 Depletion of natural resources - Fossil fuels. Energy sources: Conventional sources – Renewable Sources - Energy management techniques - Energy	9	Depletion of natural resources
	10	Fossil fuels
	11	Energy sources: Conventional sources
	12	Renewable Sources
	13	Energy management techniques
	14	Energy Audit

	Audit, Global Warming - Ozone depletion - Carbon credit - Climate change.	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	47	Policies and Legislations - introduction
		48	Policies and Legislations

Legislations, Governmental Institutions for Environmental Management - United Nations Commission for Sustainable Development, ISO 14000, Business Start-Ups and Environment policies.	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

- 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




ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

Ernakulam

Programme : **Master in Business Administration**
Course : Financial Management
Semester : II
Session : December– May
Batch : 2018 - 2020
Subject Code : PMB2CRT0117
No. of credits :
Prepared by : Nidhin Johny
Email : nidhin@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 09995771112

Approved By


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Principal

Albertian Institute of Management
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Kochi 682018

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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
- 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	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 : **Human Resource Management**
Semester : **II**
Session : **December - May 2018**
Batch : **2018 - 2020**
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**

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



Course Code:PMB2CRT0317

Faculty: Ms. Indu George

Introduction

This subject provides participants a synthesized framework of Human Resources theory & practice and will impart practical insights into HR Practices in Organizations. It will help the learner to align HR Systems with the Strategic Business Objectives of a Firm.

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. To be able to apply the different concepts and processes of Human Resource Management based on their core theoretical knowledge

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Ernakulam*



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)

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

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Ernakulam*



- 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 :

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



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

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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 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.KhanAcademy.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

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



- 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 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 2018 – May 2019
Batch : 2018 - 2020
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

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Principal

Albertian Institute of Management
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Web : www.aim.edu.in



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.



3. Students will be able to apply the production and operations planning concepts learning through problem solving.
4. 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)

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)

- 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

- 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 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.	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
	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	23	Material Handling
	24	Material Handling Principles



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 Criteriaions.	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 Criteriaions.	
	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	42	Work study
		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	
	53	Stages and flows in 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.	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 : **2018 - 2020**
Subject Code : **PMBICRT0517**
No. of credits :
Prepared by : **Dr. Geo Jos Fernandez**
Email : **gfernandez@alberts.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **9411341059**

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OPERATIONS RESEARCH

Course Code: PMB2CRT0517

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

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

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Email : gfernandez@alberts.edu.in
Mobile : 9411341059

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

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



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 (Theoretical aspects only)	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.
	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	19	Transportation problems
	20	NWCR
	21	LC
	22	VAM
	23	Test for optimality (MODI Method)
	24	Assignment Problems
	25	Assignment Problems

	Problems, Maximization	26	Assignment Problems
	Transportation Problems, Assignment	27	Assignment Problems
	Problems: Formulation, Methods of solution, Hungarian method, Unbalanced problems, Maximization problems	28	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.	29	Network Analysis:
		30	Network Analysis:
		31	CPM
		32	CPM
		33	PERT
		34	Replacement Problems
		35	Replacement Problems
		36	Replacement Problems
5	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.	37	Decision theory:
		38	Decision making environments
		39	Decision making under uncertainty
		40	Decision making under uncertainty
		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 SYSTEM**
Semester : **II**
Session : **December- May**
Batch : **2018 - 2020**
Subject Code : **PMB2CRT0617**
No. of credits :
Prepared by : **Dr. Jitha G Nair**
Email : **jitha@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
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HOD

Approved By


Principal

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Kochi 682018



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
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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

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.

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. 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 – Marketing Information System, Financial Information System, Manufacturing Information System, Human resource Information System, Transaction Processing System, Office automation system, KWS and GIS, ERP	10	Business Information systems
	11	Marketing Information System,
	12	Financial Information System
	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- Measuring the value of IT investments-Justifying IT investments – Challenges of Strategic Information System – Enterprise wide systems E-Business Applications and E-governance	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
		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 –	40	Securing Information Systems
		41	System vulnerability and abuse
		42	Wireless security challenges

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.	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 : Organisational behaviour
Semester : II
Session : December- May
Batch : 2018 - 2020
Subject Code : PMB2CRT017
No. of credits :
Prepared by : Dr. Manju Das S K
Email : manju@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9388196479

Approved By


HoD


Principal

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Kochi 682018

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Organisational behaviour
Course Code: PMB1CRT0817
Faculty: Dr. Manju Das S K

Course Objectives

This course is designed to expose students to psychological theories that will enable them to gain insight into behaviour in organisations. The use of case studies will provide students the opportunity to apply theories to real life organisational issues and analyse the contributions and limitations of relevant theories. The course is ideally suited to those who wish to develop a critical understanding of human behaviour in organisations.

1. To introduce students to psychology theories and research at individual, group and organisational levels;
2. To help students understand organisational behaviour and management practices by examining psychological principles;
3. To facilitate a critical evaluation of organisational practices and their impact on work behaviours, attitudes and performance.

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. Understand and apply the fundamental concepts of microeconomics used to facilitate the problem of scarcity and resource allocation in the context of choices and opportunity cost.
2. Complete understanding of the factors determining and functioning of the market forces like Demand and Supply, elasticity's and forecasting of demand.
3. Calculate and determine the optimum cost and revenue combinations needed for equilibrium in both short and long run, as well as break-even analysis in the process of production.
4. Evaluate the different market conditions, intensity of competition and conditions for equilibrium in different types of markets like perfect competition, monopoly, monopolistic competition, oligopoly and duopoly.

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 – Individual Behaviour

Definition of Organisation Behaviour – Nature & Scope – Challenges & Opportunities for Organisational Behaviour – Individual behavior: Learning – Theoretical overview – Perception – Factors influencing perception – Perception & Individual Decision making – Values – Attitudes & its components – Personality – Myers Briggs Type Indicator, Big Five Model - Sixteen Personality Factor

i. Module 2 Motivation

Motivation – Meaning, Definitions – Early Theories of motivation – Needs Hierarchy theory, Theory X & Y, Two-Factor theory; Contemporary Theories of motivation – Goal Setting Theory
– Reinforcement Theory – Expectancy Theory – Applications of Motivation

ii. Module 3 Group Behaviour & Teams

Group Formation and Development; Group Dynamics; Team Building, Structure of Groups; Group Efficiency; Group Norms; Cohesiveness; Group Effectiveness; Group Decision Techniques; Application of Fundamental Interpersonal Relations Orientation (FIRO-B)

iii. Module 4 Leadership & Power

Leadership: – Leadership Theories: Trait Theories – Behavioural Theories – Contingency Theories: Fiedler Model – Path Goal Theory – Contemporary Leadership: Charismatic Leadership & Transformational Leadership – Power: Bases of Power – Power Tactics

iv. Module 5 Organization System & Dynamics



Organizational Culture – Organizational Change – Resistance to Change – Managing Change - Stress: Sources and Consequences, Stress Management Emotional Intelligence, Conflict, WLB - JoHari Window

Text book

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organisational Behaviour – Pearson Education 15th edition

References

2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organisational Behaviour – Pearson Education 15th edition,
3. Fred Luthans - Organisational Behavior - McGraw Hill
4. Kavitha Singh, Organisational Behaviour: Text & Cases – Vikas Publishing
5. Aswathappa K., Organisational Behaviour – Himalaya Publishing House
- 6.

Course Reference Support

Journals and Magazines

1. International Organization
2. Annual Review of Organizational Psychology and Organizational Behavior
3. Personnel Psychology
4. Organization Science
5. Journal of Organizational Behavior
6. Journal of Service Research
7. Leadership Quarterly
8. Organizational Behavior and Human Decision Processes
9. Organizational Psychology Review
10. Organization and Environment

EBSCO Journals

1. Journal of Organizational Behavior
2. Journal of Service Research
3. Leadership Quarterly
4. Organizational Behavior and Human Decision Processes
5. Organizational Psychology Review
6. Organization and Environment
7. Foreign Affairs
8. Foreign Policy



9. NBER/Macroeconomics Annual
10. Brookings Papers on Economic Activity
11. OECD Papers

Websites

1. www.bretsimmons.com
2. www.positivesharing.com
3. www.marinojdasmarinas.blogspot.com
4. www.colleensharen.wordpress.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 Organisational Behaviour	1	Introduction
	2	Concept and characteristics of organisation
	3	Introduction to Organisation Behaviour
	4	Concept, Characteristics and determinants of OB
	5	Challenges & Opportunities for Organisation
	6	Personality
	7	Myers Briggs Type Indicator,
	8	Big Five Model, Sixteen Personality Factor
	9	Porter's Five Forces Analysis
	10	Internal Analysis SWOT Analysis
	11	Values,
	12	Attitudes & its components,
	13	Perception
Module 2 Motivation	14	Factors influencing perception
	15	Perception & Individual Decision making;
	16	Learning – Theoretical
	17	Introduction
	18	Motivation
	19	Theories of motivation-- Needs Hierarchy theory
	20	Theory X & Y, Two-Factor theory
	21	Contemporary Theories of motivation
	22	Contemporary Theories of motivation



	23	Applications of Motivation
	24	Employee Involvement and Employee Participation.
	25	Introduction to leadership
	26	Introduction to power
Module 3 Leadership & Power	27	Leadership Theories: Trait Theories
	28	Behavioural Theories
	29	Contingency Trait Theories Theories:
	30	Fiedler Model – Path Goal Theory
	31	Contemporary Leadership
	32	Charismatic Leadership & Transformational Leadership –
	33	Power: Bases of Power – Power Tactics
	34	Power: Bases of Power – Power Tactics
	35	Groups: meaning dynamics, classification, reasons
	36	Group formation and dvpt
	37	Group decision making, Group Dynamics;
	38	Team Building, Structure of Groups;
	39	; Group Efficiency; Group Norms; Cohensiveness;
Module 4 Group Behaviour & Teams	40	Group Effectiveness; Group Decision Techniques;
	41	Application of Fundamental Interpersonal Relations Orientation
	42	(FIRO-B
	43	Kinesics-Body Languag
	44	Case Study
	45	
	46	Span of Management
	47	Centralization & Decentralization



	48	Organizational Culture
	49	– Organizational Change
	50	Resistance to Change – Managing Change
	51	Stress: Sources and Consequences,
	52	Stress Management
Module 5 Organization System & Dynamics	53	Emotional Intelligence,
	54	, Emotional Labor
	55	Conflict
	56	Transactional Analysis
	57	Transactional Analysis
	58	Johari Window
	59	Johari Window
	60	Case study



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

Programme : **Master in Business Administration**
Course : **Entrepreneurship & Project Management**
Semester : **II**
Session : **December 2018– May 2019**
Batch : **2018 - 2020**
No. of credits :
Prepared by : **Dr. Geo Jos Fernandez**
Email : **gfernandez@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **09411341059**

Approved By



HoD



Principal

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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
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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 – Ab. 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
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
22		Plant location and layout; selection of plant and equipment
Module 3	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



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

Programme : **Master in Business Administration**
Course : Marketing Management
Semester : II
Session : December 2018 – May 2019
Batch : 2018 - 2020
Subject Code : PMB2CRT02
No. of credits :
Prepared by : Dr. Manju Das S, K
Email : manju@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 09388196479

Approved By


HoD



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



Marketing Management
Course Code: PMB2CRT0219
Faculty: Dr. Manju Das S K

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)
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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

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/chapter_16.pdf



Instructions

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Lesson Plan**Teaching plan**

Topics	Hours	Description
1	1	Marketing: Meaning, Nature
	2	Marketing: Meaning, Nature
	3	Scope as the key business function in Organization



<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	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	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	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	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	



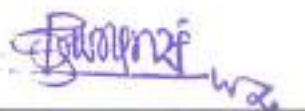
Module 5 Marketing Control & Modern Trends in Marketing Concept, Process & Types of Marketing Control – Marketing Audit –Marketing Challenges in Globalized Era – Marketing through Social Network & Digital platforms – Social Marketing – Elements of Social Marketing Plan – Green Marketing – Consumerism – Introduction to Marketing Analytics	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



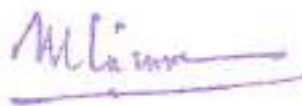
ALBERTIAN INSTITUTE OF MANAGEMENT St. Albert's College
(Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Compensation Management**
Semester : **III**
Session : **June – Nov 2018**
Batch : **2017 - 2019**
Subject Code : **PMH3CST0117**
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

Albertian Institute of Management
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Tel : +91-484-2355844 / 45
Web : www.aim.edu.in

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



Ernakulam

Kochi 682018

Compensation Management

Course Code:PMH3CST0117

Faculty: Ms. Indu George

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

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



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)



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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)

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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.

Module II 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

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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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	



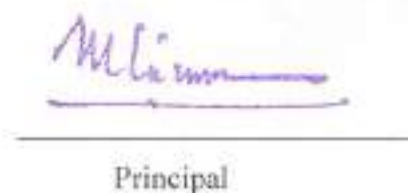
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Retail Business Management
Semester : III
Session : June – November 2018
Batch : 2017- 2019
Subject Code : PMM3CST0217

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



Retail Business Management

Course Code: PMM3CST0217

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	√				√		√

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- 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 Srivatava, 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 Support

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://egyankosh.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
- 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	Topics Covered
Module 1: Retailing - Definition, Functions, Importance, Types of Retailing.	1	Retailing - Definition
	2	Functions, Importance 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 Mark down Policy – EDLP.	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 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.	37	Retail Promotion
	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 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.	47	Impact of Information Technology in Retailing
	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



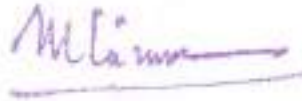
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **RESEARCH METHODOLOGY**
Semester : **III**
Session : **June-November**
Batch : **2017-19**
Subject Code : **PMB3CRT0217**
No. of credits :
Prepared by : **Mr. Nidhin Johny**
Email : **nidhin@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
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RESEARCH METHODOLOGY

Course Code: PMB1CRT0519

Introduction

The course is intended to prepare the students for projects through providing basic aspects of Research Methodology and to make them familiar with different phases of Research. This course will also equip the participants basic insights into Data Analysis and Report Writing

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. Analyse and comprehend the types of Research Design
2. Develop an insight on Different Sampling Techniques and Demonstrate in real time projects as which technique to use
3. Evaluate the effectiveness of different Scales of measurements for a given data set and choose the best.
4. Apply the steps of research to do a minor research work and thereby compile a



research report

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 Research

Research – Meaning - Definitions – Characteristics – Nature & Scope of Research –



Types of research – Research Approaches: Quantitative Vs Qualitative – Research Process – Problem Formulation: Steps – Value & Cost of Information – Preparation and Contents of Business Research Proposal – Application of Research in Business: An overview – Ethics in Business Research

Module 2 Research Design

Definition – Features of a good Research design – Contents of Research Design –Types of Research Designs: Exploratory Research – Features – Methods of Exploratory Research: Literature Search – Focus Group Discussion & Expert Opinion Method – Comprehensive Case Method. Descriptive Research: Types of descriptive research – Cross sectional studies and longitudinal studies

Module 3 Sampling & Data Collection

Statistical Population – Sample – Sampling Frame – Characteristics of good sample design – Determination of Sample Size – Probability Vs Non-Probability Sampling Techniques – Sampling Error. Data Collection: Primary & Secondary Sources – Primary data collection methods: Observation Method – Types of Observation. Interview Method – Types of Interview. Qualitative Data Collection Methods: Case Study Method & Content Analysis – Reliability and Content Validity of Research instruments

Module 4 Measurement Scales & Data Analysis

Measurement Scales: Basic measurement scales – Nominal, Ordinal, Interval, & Ratio Scales – Attitude measurement. Preparation of data – Editing, coding, classification, tabulation, validation of data. Formulation of Hypotheses – Parametric & Non-Parametric Tests – Basics of Multivariate Analysis – Factor Analysis & Discriminant Analysis (Theory) – Use of Statistical Software in Business Research

Module 5 Research Report Writing

Research reports - Different types of reports – Different formats of research reports – Use of information technology in research – Research Citation – Citation styles –Oral presentations of reports. Research applications in functional areas of management



Recommended Books:

1. Kothari C.R, Research Methodology: Methods and Techniques, New Age International Publishers
2. Cooper and Schindler, Business Research Methods, 12th Ed. Tata McGraw Hill
Krishnakumar K.N., SivakumarAppalyer, Mathirajan M., Management Research Methodology, – Pearson Education
3. PaneerSelvam, Research Methodology, Prentice Hall India
4. Naresh K Malhotra – Marketing Research: An Applied Orientation, PearsonEducation, 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 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. International Journal of Marketing
4. International Journal of Finance
5. International Journal of Human Resources
6. Erudition
7. Media Week
8. Business Today
9. Dhanam
10. Scientific Research Publishing

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 Research – Meaning - Definitions – Characteristics – Nature & Scope of Research – Types of research – Research Approaches: Quantitative Vs Qualitative – Research Process – Problem Formulation: Steps – Value & Cost of Information – Preparation and Contents of Business Research Proposal – Application of Research in Business: An overview – Ethics in Business Research	1	Introduction to Research
	2	Nature & Scope of Research
	2	Types of research
	4	Types of research
	5	Quantitative Vs Qualitative
	6	Research Process
	7	Preparation and Contents of Business Research Proposal
	8	Ethics in Business Research
2 Module 2 Definition – Features of a good Research design – Contents of Research Design –Types of Research Designs: Exploratory Research –	9	Research design
	10	Research design
	11	Research design
	12	Exploratory Research
	13	Literature Search

	Features – Methods of Exploratory Research; Literature Search – Focus Group Discussion & Expert Opinion Method – Comprehensive Case Method. Descriptive Research: Types of descriptive research – Cross sectional studies and longitudinal studies.	14	Literature Search
		15	Descriptive Research
		16	Cross sectional studies and longitudinal studies.
		17	Cross sectional studies and longitudinal studies.
		18	Comprehensive Case Method.
3	Module 3 Statistical Population – Sample – Sampling Frame – Characteristics of good sample design – Determination of Sample Size – Probability Vs Non-Probability Sampling Techniques – Sampling Error. Data Collection: Primary & Secondary Sources – Primary data collection methods: Observation Method – Types of Observation. Interview Method – Types of Interview. Qualitative Data Collection Methods: Case Study Method & Content Analysis – Reliability and Content Validity of Research instruments	19	Population
		20	Sample – Sampling Frame
		21	Determination of Sample Size
		22	Probability Vs Non-Probability Sampling Techniques
		23	Probability Vs Non-Probability Sampling Techniques
		24	Probability Vs Non-Probability Sampling Techniques
		25	Primary data collection methods:
		26	Primary data collection methods:
		27	Secondary data collection methods:
		28	Secondary data collection methods:
4	Module 4 Measurement Scales: Basic	29	Basic measurement scales
		30	Nominal



	measurement scales – Nominal,	31	Ordinal
	Ordinal, Interval, & Ratio Scales –	32	Interval
	Attitude measurement. Preparation of	33	Ratio Scales
	data – Editing, coding, classification,	34	Attitude measurement.
	tabulation, validation of data.	35	Preparation of data
	Formulation of Hypotheses –	36	Formulation of Hypotheses
Parametric & Non-Parametric Tests –			
Basics of Multivariate Analysis –			
Factor Analysis & Discriminant			
Analysis (Theory) – Use of Statistical			
Software in Business Research			
5	Module 5	37	Research reports
	Research reports - Different types of	38	Research reports
	reports – Different formats of research	39	Research reports
	reports – Use of information	40	Research reports
	technology in research – Research	41	Research Citation – Citation styles
	Citation – Citation styles –Oral	42	Research Citation – Citation styles
	presentations of reports, Research	43	Research applications in functional
	applications in functional areas of		areas of management
	management	44	Research applications in functional
			areas of management
		45	Assessment
		46	Assessment
	47	Assessment	
	48	Cases	

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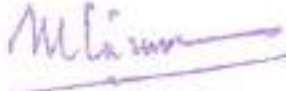
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **ENTERPRISE RESOURCE PLANNING**
Semester : **III**
Session : **June - November**
Batch : **2017 - 2019**
Subject Code : **PMS3CST0317**
No. of credits :
Prepared by : **Dr. Jitha G Nair**
Email : **jitha@aim.edu.in**
Website : **<https://www.alberts.edu.in/mba/faculty/>**
Mobile : **9605477888**



HOD

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ENTERPRISE RESOURCE PLANNING

Course Code: PMS3CST0317

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
4. Students will be able to critically evaluate Success and Failure factors of ERP 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 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
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
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Instructions

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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.
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.	37	Success and Failure factors of ERP Implementation.
		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
Batch : 2017 - 2019
Subject Code : PMS3CST0117
No. of credits :
Prepared by : **Dr. Jitha G Nair**
Email : jitha@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
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System Analysis & Design
Course Code: PMS3CST0117

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.

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 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 : **INTEGRATED MARKETING COMMUNICATIONS**
Semester : **III**
Session : **June- November**
Batch : **2017-2019**
Subject Code : **PMM3CST0117**
No. of credits :
Prepared by : **Dr. Jitha G Nair**
Email : **jitha@aim.edu.in**
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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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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

- 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 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 –	19	Consumer Promotion
	20	Consumer Promotion

	Trade Promotion – Objectives & Types	21	Trade Promotion
	– Exhibitions & Event Management –	22	Objectives & Types of Trade Promotion
	Creating Word of Mouth –Direct	23	Exhibitions & Event Management
	Marketing & its integration with IMC	24	Direct Marketing & its integration with IMC
	– Personal Selling – Database	25	Personal Selling
	marketing – Managing Big Data –	26	Database marketing
	Promotion through Customer Relations	27	Managing Big Data
		28	Promotion through Customer Relations
4	Module 4	29	Budgeting for Marketing Communication
	Budgeting for Marketing	30	Budgeting for Marketing Communication
	Communication – Objectives of IMC	31	Objectives of IMC Campaign,
	Campaign: Objectives – Corporate	32	MARCOM
	objective, Marketing objective, Sales	33	MARCOM
	objective, Communication objective –	34	Budgeting for MARCOM
	DAGMAR approach – Communication	35	Designing a Message
	Models – Budgeting for MARCOM -	36	Communication Effectiveness
Steps in developing and evaluating			
effective Marcom – Objectives –			
Designing a Message – Copywriting –			
Measuring Communication			
Effectiveness, Conducting research to			
measure Communication			
Effectiveness.			
5	Module 5	37	Advertising Agencies
	Advertising Agencies – Sales	38	Sales promotion Agencies

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	39	PR Firms & Interactive Agencies
	40	PR Firms & Interactive Agencies
	41	Ethics and social responsibility in IMC 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	

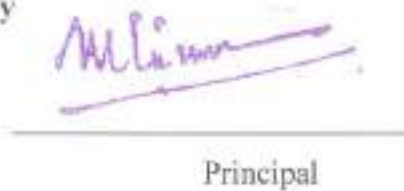


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Bank Management**
Semester : **III**
Session : **June-November**
Batch : **2017-19**
Subject Code : **PMF3CST0217**
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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BANK MANAGEMENT
Subject code:ECF04

Course Objectives

1. The objective of this course is to equip the students with working knowledge of the theoretical and practical aspects of Banking in the context of new economic scenario.
2. To provide insights into the impact of digitization in Banking Services

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

Overview of Banking System in India: Evolution of banks - structure of Banking in India - Wholesale banking - Retail banking - Fund based and Non Fund Based Income - Ancillary Services - Agency Services - Credit Creation - Priority Sector Lending - Regulatory Provisions governing Banks, Important Provisions of Banking Regulation Act and RBI Act.

Module II

Functions of Commercial Banks- Agency Services - General utility services-Credit Creation- Banker - Customer Relationship-Bankers as a Trustee & an Agent-Appropriation of Payment-Right of Lien &Set off-Garnishee Order-Law of Limitation.

Module III

Technology in bank operation: Bank computerization, Banking Software, Core Banking - Opportunities and Challenges, Any Where Banking, ATM, Cashless Banking - Tele Banking, SMS Banking, Internet Banking and Mobile Banking, ECS, CTS Cheque , Plastic Money, Remittance Facilities & Clearing System, Fund Transfer - NEFT/RTGS/SWIFT.

Module IV

Evaluating Banking Performance - ROE Model - CAMEL Rating-GAAP Probability Analysis- Balance Score Card-Asset Liability Management- Non Performing Assests (NPA) - BASEL Norms. CIBIL Rating, Know Your Customer (KYC) Norms and Anti Money Laundering Act.

Module V

Recent trends in Indian Banking Sector: Financial inclusion-Branchless banking, Universal Banking, Small Finance Banks and Payment Banks, White Label ATM, Fee Based Income - Banking: changing dynamics in banking industry - E wallet



Recommended Books:

1. Gordon E and Natarajan K – Banking Theory, Law and Practice, Himalaya Publishing House.
2. IIBF, Central Banking, McMillan Publishers.
3. Indian Institute of Banking & Finance – Principles and Practice of Banking, McMillan Publishers, New Delhi.
4. Kaptan S. S & Choubey N.S. – Indian Banking in Electronic Era, Sarup & Sons Publishers (2003).
5. Muraleedharan D. – Modern Banking: Theory and Practice, PHI Learning Pvt. Ltd.
6. Shekhar K C & LekshmyShekar –Banking Theory and Practice, Vikas Publication House, New Delhi.

Faculty Details

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Assignments / Case Studies

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

Corporate Report includes

1. Impact of technology in banking operations.



Teaching plan

Teaching plan

Topics	Hours	Description
1 Module1: Overview of Banking System in India: Evolution of banks - structure of Banking in India - Wholesale banking - Retail banking - Fund based and Non Fund Based Income - Ancillary Services - Agency Services - Credit Creation - Priority Sector Lending - Regulatory Provisions governing Banks, Important Provisions of Banking Regulation Act and RBI Act.	1	Overview of Banking System in India
	2	..
	3	Evolution of banks
	4	structure of Banking in India
	5	Wholesale banking
	6	Retail banking
	7	Fund based and Non Fund Based Income
	8	Ancillary Services -Agency Services
	9	Credit Creation
	10	Priority Sector Lending
	11	Regulatory Provisions governing Banks,
	12	Important Provisions of Banking Regulation Act and RBI Act.
2 Module 2 Functions of	13	Functions of Commercial Banks
	14	Agency Services

	Commercial Banks- Agency Services - General utility services-Credit Creation- Banker - Customer Relationship-Bankers as a Trustee & an Agent-Appropriation of Payment- Right of Lien &Set off-Garnishee Order-Law of Limitation.	15	General utility services
		16	Credit Creation
		17	Banker - Customer Relationship
		18	Bankers as a Trustee & an Agent
		19	Appropriation of Payment
		20	Right of Lien &Set off Garnishee Order
		21	Garnishee Order
		22	Law of Limitation.
3	Module 3 Technology in bank operation: Bank computerization, Banking Software, Core Banking - Opportunities and Challenges, Any Where Banking, ATM, Cashless Banking - Tele Banking, SMS Banking, Internet Banking and Mobile Banking, ECS, CTS Cheque , Plastic Money, Remittance Facilities & Clearing System, Fund Transfer - NEFT/RTGS/SWIFT.	23	Technology in bank operation:
		24	Bank computerization
		25	Banking Software
		26	Core Banking- Opportunities and Challenges
		27	Any Where Banking,
		28	ATM
		29	Cashless Banking
		30	Tele Banking, SMS Banking
		31	Internet Banking and Mobile Banking
		32	ECS, CTS Cheque
		33	Plastic Money
		34	Remittance Facilities & Clearing System



		35	Fund Transfer
		36	NEFT/RTGS/SWIFT.
4	Module 4 Evaluating Banking Performance - ROE Model - CAMEL Rating-GAAP Probability Analysis-Balance Score Card-Asset Liability Management- Non Performing Assests (NPA) - BASEL Norms. CIBIL Rating, Know Your Customer (KYC) Norms and Anti Money Laundering Act.	37	Evaluating Banking Performance
		38	ROE Model
		39	CAMEL Rating
		40	GAAP Probability Analysis
		41	Balance Score Card
		42	Asset Liability Management
		43	Non Performing Assests (NPA)
		44	BASEL Norms
		45	CIBIL Rating,
		46	Know Your Customer (KYC) Norms
		47	Anti Money Laundering Act.
5	Module 5 Recent trends in Indian Banking Sector: Financial inclusion- Branchless banking, Universal Banking, Small Finance Banks and Payment Banks, White Label ATM, Fee Based Income -	48	Recent trends in Indian Banking Sector
		49	Financial inclusion
		50	Branchless banking
		51	Universal Banking
		52	Small Finance Banks
		53	Payment Banks
		54	White Label ATM
		55	Fee Based Income
		56	changing dynamics in


	Banking: changing dynamics in banking industry - E wallet		banking industry
		57	..
		58	..
		59	..
		60	E wallet



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

Programme : **Master in Business Administration**
Course : **Management of Organisational Change & Development**
Semester : **III**
Session : **June – Nov 2018**
Batch : **2017 - 2019**
Subject Code : **PMH3CST0117**
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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Management of Organisational Change & Development
Course Code: PMH3CST0117
Faculty: Ms. Indu George

Introduction

Introduction

This subject will make students understand the meaning of Change and need for Organizational change and provide the participants intricacies of Change 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 (Course Outcomes)



Learning Outcomes

1. Students will be able to have an understanding about the different change management models and apply them to suit organizational needs
2. Students will be able to compare different OD models and apply the same in real business scenarios
3. To identify organizational interventions that would benefit specific organizational conditions
4. Students will be able to examine the various factors that cause resistance to change and develop strategies to overcome resistance

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

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



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 -Organisational Change

Meaning- Necessity for Change- Classification of change-factors affecting change-Model of Organizational change- Kurt Lewin Three Stage Model and Force Field Analysis- Systems theory, 7 Stage models, Burke-Litwin model, Porras and Robertson. Change Agent-Role and Skills of a change Agent.HR Role as change agent, Resistance to Change and minimizing the resistance: Impact of change on Human Resources Planning; quality consciousness as an emerging catalyst for change.

Module 2 Organizational development

Concept and evolution-nature and characteristics- First order and second order Change - Foundations of Organizational Development: Conceptual frame work of Organizational development –Action Research Model-Positive Model-John Kotter's eight-stage process Model, Parallel learning structures- Process of organizational development – Organizational Diagnosis

Module 3 Human Process Interventions

T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions. HRM Interventions-Performance Management & Human Resource Development.

Module 4 Structural Interventions

Restructuring organization, BPR Vs TQM, employee involvement, work design.

Strategic

Interventions –Organization and environment relationships, competitive and collaborative strategies, organization transformational strategies.

Module 5 Contemporary Issues & Applications

Organizational development in global context, organizational development in service sector, OD Practitioners – role, competencies requirement, professional ethics and value and experiences; Trends in Organizational development

Text book

1. Cummings, Thomas G. and Christopher G. Worley, Organization Development and Change, Thomson Learning.

References

2. W Warner Bruke, Organizational Change: Theory and Practice, Sage.

3. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organization Development Interventions and Strategies, response Books, New Delhi.

4. French, Wendell L. and Lecil H. Bell, Organization Development, PHI, 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

- 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.

Topics	Hours	Description	
Module I - Organisational Change			
1	Organisational Change-Introduction	2	-Meaning - Necessity for Change - Growth and relevance
2	Classification of change	2	
3	Factors affecting change	2	
4	Models of Organizational change	2	-Kurt Lewin Three Stage Model - Force Field Analysis - Systems theory -7 Stage model - Burke-Litwin model - Porras and Robertsonmodel
5	Role and Skills of a change Agent	1	
6	Resistance to Change	2	-External & Internal factors of resistance
7	HR Role as change agent	2	


8	Minimizing the resistance	1	- Measures to overcome resistance
9	Impact of change on Human Resources Planning	1	
10	Quality Consciousness as an emerging catalyst for change.	1	
Module 2 Organisational Development			
11	Concept and evolution-nature and characteristics of OD	2	
12	First order and second order Change	2	
13	Foundations of Organizational Development	2	- Conceptual frame work of Organizational development
14	OD models	2	- Action Research Model -Positive Model -John Kotter's eight-stage process Model -Parallel learning structures
15	Process of organizational development	2	- Types of OD activities
16	Organizational Diagnosis	2	
Module 3 Human Process Interventions			
17	T-group	6	-OD Interventions-Phases - Types of OD Interventions - Sensitivity raining - TA -Counselling
18	Process Consultation	1	
19	Third party interventions	2	
20	Team building	2	- Types of teams - Process of Team formation
21	Organizational Confrontation meeting	1	
22	Coaching and Mentoring	1	
23	Role focused interventions	2	
24	HRM Interventions-Performance Management & Human Resource Development.	2	
Module 4 Structural Interventions			
25	Restructuring organizations	3	- Need of structural interventions - BPR - TQM

			- Employee involvement - Work design.
26	Strategic Interventions	1	
27	Organization and environment relationships	1	Factors affecting Organisational Interventions
28	Competitive and Collaborative Strategies	2	
29	Organization Transformational strategies.	2	
Module 5 Contemporary Issues & Applications			
30	Organizational development in global context	2	
31	Organizational development in service sector	1	
32	OD Practitioners – role, competencies requirement, professional ethics and value and experiences;	2	
33	Trends in Organizational development	1	

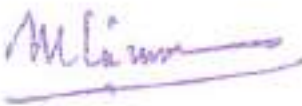
ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : **Business Analytics**
Semester : **III**
Session : **June -November**
Batch : **2017 - 2019**
Subject Code : **PMB3CRT0117**
No. of credits :
Prepared by : **Dr. Jitha G Nair**
Email : jitha@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
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Business Analytics
Course Code: PMB3CRT0117

Introduction

This course will help a student to understand what Business Analytics is, why it is used, and by whom, the key concepts of Business Analytics and its Practical Application in Decision Making and helps them to apply relevant Analytics tools and techniques to solve real world Business Problems .

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.To understand and apply the key concepts of business analytics in specific situations.
- 2.To develop understanding in data science and master technology trends of Bit Coin, Big Data, Cloud computing and Artificial Intelligence
- 3.The student would be able to compare and contrast between the different facets of Business Analytics.
- 4.A student would be able to apply his knowledge of different analytical techniques to real world business problems

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 to Business Analytics

Business Analytics – Meaning & Evolution – Definitions – Characteristics – Types of Analytics – Emergence of Business Analytics as a Competitive Strategy – Concept of Big Data – Characteristics of Big data – Applications of Big data in management – Data Visualisation – Concept of Bit Coin

Module 2 Analytics Domains & Cloud Computing

Applications of Business Analytics: Financial Services Analytics – Marketing Analytics – Pricing Analytics – Retail Sales Analytics – Supply Chain Analytics – HR Analytics – Talent Analytics (Theoretical overview only). Cloud Computing – Meaning and Basic Concepts

Module 3 Descriptive Statistics & Artificial Intelligence

Measures of Central Tendency – Measures of Dispersion – Karl Pearson & Spearman's Correlation – Simple & Multiple Regression Analysis. Artificial Intelligence (AI) – Concept – Basic Applications – Limitations of Artificial Intelligence – Potential Risk of AI

Module 4 Decision Theory

Introduction – Steps of decision making process – types of decision-making environments – Decision-making under uncertainty – Decision-making under Risk – Decision tree analysis (only theory). Design of Experiments: Introduction – Simple comparative experiments – Single factor Experiments – Introduction to factorial designs

Module 5 Analytical Techniques

Cluster Analysis: Introduction – Visualization techniques – Principal components –



Multidimensional scaling – Hierarchical clustering – Optimization technique – Factor Analysis: Introduction – Exploratory factor analysis – Confirmatory factor analysis
Discriminant Analysis: Introduction – Linear Discriminant analysis (Basic concepts only)

Recommended Books:

1. James R. Evans, Business Analytics: Methods, Models & Decisions, first edition, Prentice Hall
2. PurbaHaladyRao, Business Analytics: An Application Focus, PHI Learning
3. Gupta, S.C., Fundamentals of Statistics, Himalaya Publishing House

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. 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 I Introduction to Business Analytics Business Analytics - Meaning & Evolution - Definitions - Characteristics - Types of Analytics - Emergence of Business Analytics as a Competitive Strategy - Concept of Big Data - Characteristics of Big data - Applications of Big data in management - Data Visualisation - Concept of Bit Coin	1	Introduction to Business Analytics
	2	Introduction to Business Analytics
	3	Business Analytics - Meaning & Evolution
	4	Definitions - Characteristics
	5	Types of Analytics
	6	Emergence of Business Analytics as a Competitive Strategy
	7	Concept of Big Data - Applications of Big data in management
	8	- Data Visualisation - Concept of Bit Coin

2	<p>Module 2 Analytics Domains & Cloud Computing</p> <p>Applications of Business Analytics: Financial Services Analytics – Marketing Analytics – Pricing Analytics – Retail Sales Analytics – Supply Chain Analytics – HR Analytics – Talent Analytics (Theoretical overview only). Cloud Computing – Meaning and Basic Concepts</p>	<p>9</p> <p>10</p> <p>11</p> <p>12</p> <p>13</p> <p>14</p> <p>15</p> <p>16</p> <p>17</p> <p>18</p> <p>19</p> <p>20</p> <p>21</p> <p>22</p> <p>23</p>	<p>Applications of Business Analytics: Financial Services Analytics -</p> <p>Marketing Analytics</p> <p>Marketing Analytics</p> <p>Pricing Analytics</p> <p>Retail Sales Analytics</p> <p>Retail Sales Analytics</p> <p>Supply Chain Analytics</p> <p>Supply Chain Analytics</p> <p>HR Analytics</p> <p>HR Analytics</p> <p>Talent Analytics</p> <p>Cloud Computing</p> <p>Meaning and Basic Concepts</p> <p>Basic Concepts</p> <p>Test</p>
3	<p>Module 3 Descriptive Statistics & Artificial Intelligence</p> <p>Measures of Central Tendency – Measures of Dispersion – Karl Pearson & Spearman’s Correlation – Simple & Multiple Regression Analysis. Artificial Intelligence (AI) – Concept – Basic Applications – Limitations of Artificial Intelligence – Potential Risk of AI</p>	<p>24</p> <p>25</p> <p>26</p> <p>27</p> <p>28</p> <p>29</p> <p>30</p> <p>31</p> <p>32</p> <p>33</p>	<p>Measures of Central Tendency</p> <p>Measures of Central Tendency</p> <p>Measures of Dispersion</p> <p>Measures of Dispersion</p> <p>Karl Pearson & Spearman’s Correlation</p> <p>Karl Pearson & Spearman’s Correlation</p> <p>Simple & Multiple Regression Analysis</p> <p>Simple & Multiple Regression Analysis</p> <p>Artificial Intelligence (AI) – Concept</p> <p>Basic Applications</p>



		34	Limitations of Artificial Intelligence
		35	Potential Risk of AI
4	Module 4 Decision Theory	36	Decision Theory Introduction
	Introduction - Steps of decision making process - types of decision-making environments - Decision-making under uncertainty -	37	Steps of decision making process -
	Decision-making under Risk -	38	- types of decision-making environments
	Decision-making under Risk -	39	- Decision-making under uncertainty -
	Decision tree analysis (only theory). Design of Experiments:	40	Decision-making under Risk
	Introduction - Simple comparative experiments - Single factor	41	Decision tree analysis
	Experiments - Introduction to factorial designs	42	Decision tree analysis
		43	Design of Experiments: Introduction
		44	Simple comparative experiments
		45	- Single factor Experiments
		46	Introduction to factorial designs
5	Module 5 Analytical Techniques	47	Analytical Techniques
	Cluster Analysis: Introduction -	48	Cluster Analysis: Introduction
	Visualization techniques -	49	Visualization techniques
	Principal components -	50	Principal components
	Multidimensional scaling -	51	Principal components
	Hierarchical clustering -	52	Multidimensional scaling
	Optimization technique - Factor	53	Hierarchical clustering
	Analysis: Introduction -	54	Hierarchical clustering
	Exploratory factor analysis -	55	Optimization technique
	Confirmatory factor analysis	56	Factor Analysis: Introduction -
	Discriminant Analysis:	57	Exploratory factor analysis
		58	Confirmatory factor analysis
		59	Discriminant Analysis: Introduction




Introduction - Linear Discriminant analysis (Basic concepts only)	60	Linear Discriminant analysis
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ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : E-Business
Semester : III
Session : June - November 2018
Batch : 2017 - 2019
Subject Code : PMS3CST0217
No. of credits :
Prepared by : **Ms. Indu George**
Email : indu@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9496119591



HoD

Approved By



Principal

Albertian Institute of Management
Banerji Road
Ernakulam
Kochi 682018

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E-Business
Course Code:PMS3CST0217
Faculty: Ms. Indu George

This course is aimed at developing an understanding of e-business, with reference to various issues and concerns imperative to implementation of e-business 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 able to discuss the theoretical aspects of conducting business over the internet and apply the same to specific practical situations
2. Students would be able to demonstrate an understanding regarding the different e-business models and examine the challenges faced by each of them
3. Students will be able to evaluate the different e-payment options and effectively apply the knowledge in analysing the given practical situations
4. Students would be able to critically examine the legal, privacy and security issues concerning E-business and recommend solutions 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 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 To E Business: Origin - Overview of E-Business - Need and factors affecting Electronic Business - Features of Electronic Business, Electronic business Framework - Enablers of e-business, Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises, Web 2.0 and Social Networking, Mobile Commerce, S-commerce, T-Commerce, Economic and social impacts of e-business.

Module 2

E Commerce Business Models: Business to Consumer (B2C) - Business to Business (B2B) - Consumer to Consumer (C2C) - Peer to Peer Business Models, M-Commerce Business Models - Sharing economy - Value Proposition - Revenue Model, Market Opportunity - Competitive Environment - Competitive Advantage, Market Strategy, Organizational Development, Management Team.

Module 3

Electronic Payment Systems: Electronic Data Interchange - Paying via the Net - Payment Protocols - Payment Gateways - Payment and Content Management, Role of Application Service Providers (ASPs) in Payment via the Internet, Electronic Payment Systems (Cash, Check, Credit Card, Stored Value, Accumulating Balance), Working of Online Credit Card. **Module 4**

Business Applications: E-Commerce and retailing - On-line retail industry dynamics - On-line mercantile models from customer perspective; Management challenges in on-line retailing, E- Commerce and on-line publishing - On-line publishing approach from customer perspective.

Module 5

Legal, Privacy Issues, Security and Future: Web security Introduction - Firewalls and transaction security, Knowledge management in the e-Commerce Era - Search Engine Optimization (SEO), Indian e-Commerce Scenario; IT Act, Legal issues in E commerce, Indian Convergence Bill; Cyber Appellate and public key infrastructure (PKI), Hype Cycle, Attribution Modeling

Text Material

1. Kenneth C. Laudon and Carol GuercioTraver, E Commerce: Business, Technology, Society, Pearson Education, 3rd Ed.

1.

Reference Books:

1. Bharat Bhaskar, E-commerce: Framework, Technologies and applications. McGraw Hill Education (India) pvt ltd, 4th Edition.
2. Harvey M.Deitel, Paul J.Deitel& Kate Steinbuhler, E-business and E-commerce for Managers, Pearson, 2011.

3. Kalakota R- Electronic Commerce - Frontiers of E-Commerce, Pearson Education, 2007, 3rd Ed.
4. Krishnamurthy S, E-Commerce Management: Text and Cases, Cengage South-Western, 2006.

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 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
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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
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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

Sl No	Topics	Hours	Description
Module1 - Introduction To E Business			
1	Origin - Overview of E-Business - Need and factors affecting Electronic Business - Features of Electronic Business	3	
2	Electronic business Framework	2	
3	Enablers of e-business	2	
4	Information Services	1	
5	Interpersonal Communication	1	
6	Shopping Services- Virtual Enterprises	1	
7	Web 2.0 and Social Networking	3	
8	Mobile Commerce, S-commerce, T-Commerce	3	
9	Economic and social impacts of e-business	2	
Module 2 E-Business Models			
10	Business to Consumer (B2C)	2	- Advantages & Disadvantages -Application
11	Business to Business (B2B)	2	- Advantages & Disadvantages -Application
12	Consumer to Consumer (C2C)	2	- Advantages & Disadvantages -Application
13	Peer to Peer Business Models	2	- Advantages & Disadvantages -Application
14	M-Commerce Business Models	2	- Advantages & Disadvantages -Application

15	E Commerce Business Models	4	Key elements of a Business model - Sharing economy - Value Proposition - Revenue Model - Market Opportunity - Competitive Environment - Competitive Advantage - Market Strategy - Organizational Development - Management Team.
Module 3: Electronic Payment Systems			
16	Electronic Payment Systems- Paying via the Net	4	-Types of e payment systems Electronic Cash E- Cheque Encrypted Credit Cards Third party payment processing
17	Electronic Data Interchange	1	
18	Payment Protocols	2	
19	Payment Gateways	2	
20	Role of Application Service Providers (ASPs) in Payment via the Internet	1	
21	Working of Online Credit Card.	1	
Module 4 Business Applications			
22	E-Commerce and retailing	1	
23	On-line retail industry dynamics	2	
24	On-line mercantile models from customer perspective	1	
25	Management challenges in on-line retailing	1	
26	E-Commerce and on-line publishing	1	
27	On-line publishing approach from customer perspective.	1	
Module 5 Legal, Privacy Issues			
30	Legal, Privacy Issues	3	
31	Security and Future	1	
32	Web security Introduction - Firewalls and transaction security.	2	

33	Knowledge management in the e-Commerce Era	1	
	Search Engine Optimization (SEO)	1	
	Indian e-Commerce Scenario	1	
	Legal issues in E commerce	1	IT Act Indian Convergence Bill Cyber Appellate




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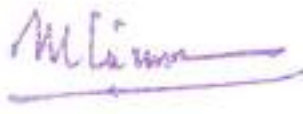
Programme : **Master in Business Administration**
Course : Training and Development
Semester : III
Session : June – November 2018
Batch : 2017 - 2019
Subject Code : PMH3CST0117

No. of credits :
Prepared by : Dr. Geo Jos Fernandez
Email : gfernandez@aim.edu.in
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Web : www.aim.edu.in



Training and Development
Course Code: PMH3CST0117
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
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

Module 1 Introduction

Concept of Training & Development, Importance of Training & Development in Organizations- Objectives of Training- Linking Training & Development to company's strategies, Requisites of effective training- -Problems of training- Benefits of training to Employees and Organization- Learning theories and principles-Learning outcomes-Learning style- VAK 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 principles



		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
Module 4 Evaluation of Training &	44	Training Evaluation Process
	45	Reasons for evaluating 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

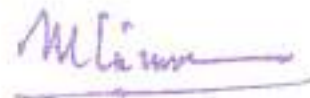


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Financial Derivatives
Semester : III
Session : JUNE- NOVEMBER
Batch : 2017 - 2019
Subject Code : PMF3CST0317
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
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Kochi 682018

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



FINANCIAL DERIVATIVES

Course Code: PMF3CST0317

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 1 –Introduction to Derivatives

Introduction – Meaning of Derivatives evolution of Derivatives – Origin of Derivatives
Trading –Significance and limitations of Derivatives – Derivatives trading in India –
Derivatives in Indian context – Trading Infrastructure.

Module 2Basics of Forwards

Introduction –Advantages and limitations of forward contracts – Determination of Forward
Prices –Simple Interest Method – Continuous Compounding – Currency Forwards.

Module 3–Fundamentals of Financial Futures

Future contracts – Features – Uses of futures – Long and short position – Stock Futures and
Index Futures – Interest Rate Futures - Currency futures – Designing future contracts –
Hedging positions in futures.

Module 4 – Basics of Options

Option terminology- Basic properties of Options – Stock Index and Currency Options –
Exotic Options – Binomial option pricing – Black – Scholes Model of pricing.

Module 5 - Swaps

Fundamentals for Swaps – Financial Swaps – Meaning – Importance – Types of Financial
Swaps –Accounting and administration of Derivatives – Regulation of Derivatives.

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.



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 derivatives	1	
2 Meaning and evolution	1	
3 Derivative trading origins	1	Assignment
4 Significance of derivatives	1	
5 Limitations of using derivatives	1	
6 Derivative trading in India	1	
7 Derivative problems in Indian context	1	
8 Trading Infrastructure	1	
9 Derivatives and recession	1	Case
10 Module 1 test	1	
Module2		
1 Risk management using derivatives: Derivative instruments	1	
1 Forwards introduction	2	
1 Advantages of Forwards	1	
2		
1 Limitations of forwards	1	
3		
1 Determination of forward prices	1	
4		
1 Determination of forward asset prices	2	
5		
1 Continuous compounding	1	
6		
1 Currency forwards	1	
7		
1 Module 2 test	1	
8		
Module 3:		



	Commodities futures	1	
	Stock futures	2	
	Interest rate and index futures	2	
	Pricing of futures and forwards	2	
	Designing futures contracts	1	
	Hedging positions in futures	2	
	Problems on futures pricing	1	
	Module 3 Test	1	
Module 4			
	Stock options	1	
	Binomial option pricing: one step and two step models	1	
	Black Scholes options pricing model and problems	1	
	Trading strategies using options: vertical and horizontal spreads	1	
	Hedging using options	2	
	Synthetic options	2	
	Portfolio insurance	1	
	Module 4 test	1	
Module 5			
	Fundamentals of swap	1	



9		
4	Financial swaps	1
0		
4	Types of swap	2
1		Assignment
4	Accounting & Regulation of derivatives	2
2		
4	Module 5 Test	1
3		

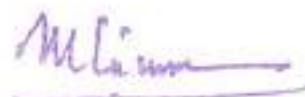


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : SECURITY ANALYSIS & PORTFOLIO MGT.
Semester : III
Session : JUNE- NOVEMBER
Batch : 2017 - 2019
Subject Code : PMF3CST0117
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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SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: PMF3CST0117

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)

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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)
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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

Investments. Concepts, types of investments, Objectives of investments, types of investors. Types of investors – Speculation, gambling – security and non security form of investments – source of information for investments- Investment instruments.

Module 2

Stock markets – Financial markets – Primary and Secondary Markets – Trading and settlement process in stock markets- BSE and NSE – On line trading – Dematerialization – Depository services

Module 3

Risk and return Risks - factors contributing to risks – types of risks- risk and risk aversion – Behaviour of risks market prices – Measurement of risks – Capital Asset Pricing Model (CAPM)

Module 4

Security Analysis - Fundamental, technical, Industry , Company, analysis – Theories – Dow theory, Elliot wave theory , Random walk theory

Module 5

Portfolio Analysis –Theories , Markowitz theory – Efficient frontier, Sharpe single index, Multi index models – Portfolio performance evaluation – Sharp and Treynor and Jensen's measure – Portfolio strategy

i. 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

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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

- b) Students are expected to read the concerned session's topics in advance before coming to the class
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- f) 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.	Speculation	
3.	Gambling	
4.	Secured and unsecured investments	
5.	Investment process	
6.	Introduction to different investment avenues: Investment instruments-	
7.	Investment instruments: Debt instruments and equity instruments- Derivatives	
8.	Module 1 Test	Assignment
	Module 2	
9.	Introduction to stock markets	
10.	Primary Market	
11.	Secondary market	
12.	Trading Volumes	
13.	Settlement process	
14.	BSE 1	
15.	BSE 2	
16.	NSE 1	
17.	NSE 2	
18.	Online Trading	
19.	Securitization	
20.	De materialisation	
21.	Depository Services	
22.	Depository Services continued	
23.	Module 2 Test	
	Module 3	
24.	Risk	
25.	Risk and return Relationship	
26.	Types of risk	
27.	Systematic and Unsystematic	
28.	Factors contributing to risk	
29.	Risk aversion	



30.	Behavior of risk and market prices	
31.	Measurement of risks	
32.	Measurement of risks continued	
33.	CAPM 1	
34.	CAPM 2	Assignment
35.	Module 3 Test	
	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 : **Marketing Research**
Semester : **IV**
Session : **Dec – March 2019**
Batch : **2017 - 2019**
Subject Code : **PMH4CST0117**

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

Approved By



Principal

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MARKETING RESEARCH

Course Code: EC M10



Course Objectives

1. To make the participants aware of the role and importance of Marketing Research
2. To provide the conceptual frame of Research in Marketing
3. To provide key insights and working knowledge in Marketing Research

Intended Student Learning Outcomes

This course is designed to provide students with a basic understanding of the market research process and the role of market research in strategic decision-making. There will be a focus on understanding the theoretical components of research design, as well as developing practical skills in data collection, analysis and interpretation.

Program Outcome

1. Students will demonstrate strong conceptual knowledge in the functional area of management
2. Students will demonstrate analytical skills in identification and resolution of problems in general management
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 to the real world business situations
5. Students will be able to exhibit effective decision making skills, employing analytical and critical-thinking ability
6. Students will exhibit the ability to integrate functional areas of management
7. Students will have global perspective towards business situations
8. Students will demonstrate effective oral and written communication skills in the professional context
9. Students will be able to work effectively in teams and demonstrate team building capabilities
10. Students will exhibit leadership and networking skills while handling business situations



11. Students will demonstrate sensitivity towards ethical and moral issues and have ability to address them in the course of business
12. Students will demonstrate employability traits in line with the needs of changing dynamics of the industry
13. Students will exhibit deployable skills pertinent to the business sector

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 to Marketing Research

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 Vs Consumer Marketing Research, Ethical Issues in Marketing Research. Marketing Research Organizations in India, Role of Information in Marketing Research, Use of Internet in Marketing

Module 2 Marketing Research Process

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



Module 3 Data Collection & Survey

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 4 Data Analysis & Presentation

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 5 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.

Recommended Books:

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

Name :Dr. Jitha G. Nair
Website :www.aim.edu.in
Email : Jitha@aim.edu.in
Mobile : 9605477888

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

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



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

Teaching plan

Topics	Hours	Description
1 Module 1 Introduction to Marketing Research 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 Vs Consumer Marketing Research, Ethical Issues in Marketing Research.	1	Introduction to Marketing Research
	2	Definition, Need, Relevance
	3	Scope of Marketing Research,
	4	Types of Research - Qualitative and Quantitative Research,
	5	Steps in Research Proposa, Limitations – Cost & Time Constraint
	6	Industrial Vs Consumer Marketing Research
	7	Ethical Issues in Marketing Research
	8	Marketing Research Organizations in India, Role of Information in Marketing Research, Use of Internet in Marketing
2 Module 2 Marketing Research Process Marketing Research Process, Research Problem Identification, Research Objectives, Literature Review, Identification of Variables, Hypothesis Formulation, Research Design.	9	Marketing Research Process,
	10	Research Problem Identification,
	11	Research Objectives
	12	Literature Review,
	13	Literature Review,
	14	Identification of Variables
	15	Hypothesis Formulation
	16	Hypothesis Formulation



		17	Research Design.
		18	Research Design.
3	Module 3 Data Collection & Survey 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.	19	Sources of Data
		20	Population and Sampling Frame
		21	Sampling Concepts and Methods,
		22	Units of Study,
		23	Measurement Scales,
		24	Methods of Data Collection
		25	Data Collection Tools
		26	Questionnaire Design
		27	Interview Techniques
		28	Survey Methods.
4	Module 4 Data Analysis & Presentation 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.	29	Coding and Tabulation of Data
		30	Data Presentation
		31	Data Analysis Techniques
		32	Hypothesis Testing,
		33	Application of Software Packages for Data Analysis
		34	Report Writing and Report Presentation: Steps in Report Writing
		35	Documentation and Referencing
		36	Interpretation of MR Report
		37	Case Studies in Marketing Research.
		38	Case Studies in Marketing Research.
		39	Case Studies in Marketing Research.
5		40	Market Segmentation Studies
		41	Market Potential Studies



Module 5 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.	42	New Product Research
	43	Brand Positioning Research
	44	Brand Perception Research
	45	Brand Equity Research
	46	Advertising Research
	47	Consumer Behaviour Research
	48	Pricing Research
	49	Distribution Effectiveness Studies,
	50	Effectiveness of Promotions,
	51	Customer Satisfaction and Perception Studies.
	52	Customer Satisfaction and Perception Studies

MARKETING RESEARCH ASSIGNMENT DETAILS

Group Project

Group projects will consist of 3 phases, which combined will represent a fully develop research plan. Each phase of the research plan will be submitted as an assignment. During the last week of class each group will present their research findings.

Assignment #1 – Revise research proposal from MR to include a quantitative study.

Assignment #2 – Design quantitative research questionnaire.

Assignment # 3– Execute questionnaire, create an SPSS database, analyze data and report results.

Time Lines

January 21st – Assignment 1

February 4 th - Assignment 2

Assignment 3 date will be informed(will be based on the progress of Assignment 1 and 2)

Task



Each team (4-6 students) will act as a marketing research company, and, using project management skills, will propose, plan, implement, and evaluate a marketing research project of your choosing. Your analysis of findings and recommendations (in a business report format (spiral bound) will be presented in-class in a manner that encourages buy-in. This project will allow you to apply the learning from lectures in a meaningful way that demonstrates the full spectrum of issues involved in conducting consumer research.

Task Administration Details

1. This assignment is to be completed in teams of 4-6 members.
2. All materials are due at the beginning of class on the specific due dates.
3. Late submission of written work will not be accepted. Additionally, students not able to present on the day assigned will be penalized with a mark of 0 on the presentation portion, unless alternative arrangements are made prior to the published deadline.

The Deliverables

Part One: Research proposal

- > Title of the Project
- > Introduction
 - Background
 - Research Problem / Opportunity
 - Hypothesis to be tested
 - Research Objectives
 - Information Needs
- > Methods
 - Research Design
 - Data Collection Method
 - Sampling Plan
- > Administration
 - Capabilities to conduct the research
 - Budget
 - Schedule



*** The proposal should be accompanied by a cover letter ***

The research proposal will be marked and returned to each group before work begins on the second part of the assignment. To improve the overall project, groups should make alterations as indicated by this feedback.

Part Three: RESEARCH REPORT & PRESENTATION

RESEARCH REPORT

Analysis of data should include appropriate statistical analysis as discussed in class.

- > Title Page
- > Table of Contents
- > Executive Summary
- Introduction
- Key Results – Conclusions of hypothesis testing
- Conclusions
- Recommendations
- > Introduction
 - Background
 - Objectives
 - Methodology
- > Results
 - Detailed Results
 - Limitations
- > Conclusions and Recommendations
- > Appendix
 - Copies of Data Collection Forms
 - Detailed Calculations
 - Detailed Tables and Charts
 - Details of statistical analysis conducted
 - Bibliography

PRESENTATION

- > You will have a maximum of 15 minutes in which to present your



Research Report. There will be time for questions and answers after the presentation.

> You are to hand in both your final written report and a copy of your

presentation material, at the beginning of this class. Advise the week prior to your presentation of any special AV requirements.

**** Critical Considerations *****

1. The project should be undertaken for your "client". Make sure you meet your client's information needs, and write your report so it is understandable to your client. You are preparing a business report, not an academic report. All reports should begin with a short Executive Summary.
2. Normal practice in the marketing research industry is for a client to ask for proposals from a number of competing suppliers. As a result, proposals become a selling document. Make sure your proposal does an adequate job of "selling" your approach and your firm.
3. In developing your methodology and in preparing your report, you should specify the "ideal" procedures to be followed given the nature of the problem under investigation. In conducting the study, however, deviations from the ideal will be permitted to reduce the scope of the work to manageable proportions. An example of the type of change permitted is in sample size. In most cases the actual sample size you work with will be considerably lower than the ideal.
4. Carry the analysis of your data as far as you can. Because of your small sample size, you will have to accept statistical results lower than you normally would. Be sure to report the basic frequency distributions in addition to other statistical results.
5. In establishing your budget, use the following costs as a guideline:
 - Project Manager / Analyst Rs.1,000/day
 - Field Interviewers (Phone or personal) Rs.60/hour
 - Printing / Copying Rs.0.10/page
 - Data Entry Rs.10/questionnaire
 - Computing Charges Rs.1,000



- Contingencies 10% of total budget
6. Make sure your report contains a very clear statement of your objectives and the information needs of your client. It would be useful to develop a chart of some kind showing the relationship between objectives, information needs, and specific questions.

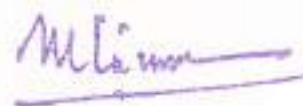


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Management of Financial Services
Semester : IV
Session : DECEMBER- MARCH
Batch : 2017 - 2019
Subject Code : PMF4CST0117
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



MANAGEMENT OF FINANCIAL SERVICES

Course Code: PMF4CST0117

Faculty: Mr. Nidhin Johny

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. 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 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/Fund 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 Broking, 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

- 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.	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 papers	
27.	Framework of CP market	
	Module 4	
28.	Insurance	
29.	Economics of 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. Shanmugham R, Financial Services, Wiley India Pvt. Ltd., New Delhi, 2010.

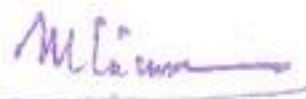


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Risk Management & Insurance Services
Semester : IV
Session : DECEMBER- MARCH
Batch : 2017- 2019
Subject Code : PMF4CST0217
No. of credits :
Prepared by : Nidhin Johny
Email : nidhin@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 09995771112

Approved By


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Principal

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



RISK MANAGEMENT & INSURANCE SERVICES

Course Code: PMF4CST0217

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
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)

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3. Additional certifications in IELTS/NCFM/Advanced Excel/SAP Global Certification/IFRS/SCM/CRM
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Pedagogy

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



Syllabus

Module 1 Introduction to Risk Management

Introduction to Risk – Meaning of Risk and Uncertainty, Types of Risk- Sources of risk identification & Risk Measurement. Risk Management Process- Objectives of risk management- importance of risk management in business organisation- overview of tools for risk management.

Module 2 Insurance Business

Concept of insurance, Need for insurance, Legal aspects of insurance contracts, Objectives of insurance contract- Structure of insurance industry- Property & liability coverage- Classification of policies- Annuity- Pension Fund- ULIP- Institutions for insurance & reinsurance.

Module 3 Life Insurance

Life insurance – Types of life insurance – Premium – Factors determining premium –Life Insurance Corporation of India, Other Life insurance companies. Actuaries- Actuarial science – Functions of actuaries – Property & liability coverage

Module 4 General Insurance

General insurance: Wealth insurance, Fire insurance, Marine insurance, Motor insurance, Theft insurance, Travel & other insurances. GIC & other General insurance providers.

Module 5 Indian Insurance Industry

Growth & Development of Indian insurance industry- Government Regulations in insurance sector. Insurance Act 1938 and IRDA – Globalization of Indian Insurance sector. Foreign Insurers India. Insurance and Tax planning. Recent trends in Insurance Business.

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
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 Journal of International Financial Management and Accounting

Websites

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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.	Introduction to risk	
2.	Risk and uncertainty	



3.	Types of risk	
4.	Sources of risk	
5.	Risk measurement	
6.	Risk management	
7.	Importance of RM and its process	
8.	Tools of risk management	Assignment
	Module 2	
9.	Concept of insurance	
10.	Need for insurance	
11.	Insurance contracts	
12.	Objectives of contracts	
13.	Structure of insurance industry 1	
14.	Structure of insurance industry 2	
15.	Property insurance	
16.	Liability insurance 1	
17.	Liability insurance 2	
18.	Types of policies	
19.	Annuity	
20.	Pension fund	
21.	ULIP	Assignment
22.	Reinsurance 1	
23.	Reinsurance 2	
	Module 3	
24.	Life insurance	
25.	Types of life insurance 1	
26.	Types of life insurance 2	
27.	LIC	
28.	Other insurance companies 1	
29.	Other insurance companies 2	
30.	Actuaries	
31.	Actuarial science	
32.	Property coverage	
33.	Liability coverage	
34.	Liability coverage	
35.	Discussion on liability issues	
	Module 4	
36.	General insurance 1	
37.	General insurance 2	
38.	Wealth insurance	
39.	Fire insurance 1	
40.	Fire insurance 2	
41.	Marine insurance	
42.	Motor insurance	
43.	Third party insurance	
44.	Theft insurance	



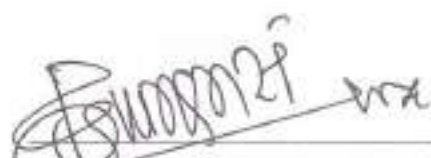
45.	Difference between theft and burglary	
46.	Travel insurance	
47.	Other insurance companies	
48.	GIC	
	Module 5	
49.	Insurance industry history	
50.	Current situation	
51.	Future of the insurance industry	
52.	Government regulations in the insurance industry	
53.	IRDA	
53.	Globalisation of the insurance industry	Assignment
54.	Foreign insurers	
55.	Tax planning	
56.	Recent trends	

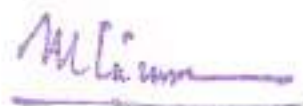


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Strategic Management
Semester : IV
Session : November – March 2019
Batch : 2017 - 2019
Subject Code : PPMB4CRT0117
No. of credits :
Prepared by : Dr. Manju Das S K
Email : manju@aim@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9388196479

Approved By


HoD



Principal

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Web : www.aim.edu.in



Strategic Management
Course Code: PMB4CRT0119
Faculty: Dr. Manju Das s K

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	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)

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Pedagogy

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

Syllabus

i. **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

ii.

iii. **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

iv.

v. **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



vi.

vii. 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

viii.

ix. 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:

2. Hill, Charles W.L. and R. Jones, Gareth – Strategic management: An integrated Approach, Cengage
3. Azhar Kazmi, Strategic Management – Tata McGraw Hill
4. Srinivasan R – Strategic Management: The Indian Context, Prentice Hall of India
5. Srivastava RM – Strategic Management: Concepts, Skills and Practices, Prentice Hall of India.
6. 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

- a) Students are expected to read the concerned session's topics in advance before coming to the class
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- 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

Modules	Hours	Content
Module I 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 : Managing Interpersonal and Group Processes
Semester : IV
Session : Dec – March 2019
Batch : 2017 - 2019
Subject Code : PMH4CST0117

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



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Managing Interpersonal and Group Processes

Course Code: PMH4CST0117

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

Module 1 Nature of Groups at Work



Group: Definitions, Importance of groups in Organizations – Types of Groups – Group formation – Structure & Dynamics of Work Groups – Group cohesiveness

Module 2 Groups Vs Teams

Concept of Teams – Distinguishing Teams from Groups – Types of teams – Dysfunctions of Groups and Teams – Dynamics of Informal Groups

Module 3 Effective Team Performance

Team building – Team effectiveness – Training in team skills- Developing successful Teams. Team development and team functioning, Conflict collaboration and competition, Intervention Techniques– Sensitivity training – Counselling techniques- Grid management – Grid Management

Module 4 Individual Performance in Groups

Interpersonal Behaviour & Influence Processes - Nature- Interpersonal communication- Factors affecting Interpersonal Communication- Johari window- Individual awareness, Social facilitation, Social Loafing- Interpersonal Trust- Interpersonal conflicts- Group Decision making , Group synergy.

Module 5 Organizational Process

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

Recommended Books:

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.

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
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- 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 Nature of Groups at Work Group: Definitions, Importance of groups in Organizations – Types of	1	Group: Definitions
	2	Understanding human behavior- Individual behaviour
	3	Group behaviour
	4	Organisational behaviour
	5	Importance of groups in Organizations



Groups – Group formation – Structure & Dynamics of Work Groups – Group cohesiveness	6	Types of Groups
	7	Group formation
	8	Structure & Dynamics of Work Groups
	9	Structure & Dynamics of Work Groups
	10	Structure & Dynamics of Work Groups
	11	Group cohesiveness
	12	Case discussion
Module 2 Groups Vs Teams	13	Concept of Teams
	14	Concept of Teams
	15	Distinguishing Teams from Groups
	16	Types of teams
	17	Types of teams
	18	Dysfunctions of Groups and Teams
	19	Dysfunctions of Groups and Teams
	20	Dynamics of Informal Groups
	21	Dynamics of Informal Groups
Module 3 Effective Team Performance Team building –Team effectiveness – Training in team skills- Developing successful Teams. Team development and team functioning, Conflict collaboration and competition, Intervention Techniques– Sensitivity training – Counselling techniques- Grid management – Grid Management	22	Team building
	23	Team building
	24	Team effectiveness
	25	Training in team skills
	26	Developing successful Teams.
	27	Developing successful Teams.
	28	Team development and team functioning
	29	Team development and team functioning
	30	Conflict collaboration and competition
	31	Conflict collaboration and competition
	32	Intervention Techniques
	33	Sensitivity training
	34	Sensitivity training
	35	Counselling techniques
	36	Counselling techniques
	37	Grid management
	38	Grid management
	Module 4 Individual Performance	39
40		Interpersonal Behaviour& Influence Processes
41		Interpersonal Behaviour& Influence Processes



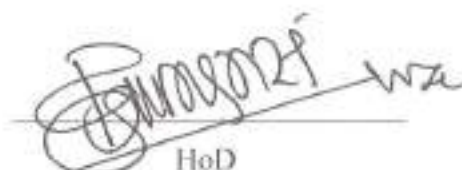
in Groups	42	Nature of interpersonal behaviour
	43	Interpersonal communication
	44	Factors affecting Interpersonal Communication
	45	Factors affecting Interpersonal Communication
	46	Johari window
	47	Johari window
	48	Individual awareness, Social facilitation
	49	Social Loafing
	50	Interpersonal Trust
	51	Interpersonal conflicts
	52	Group Decision making
	53	Group synergy
Module 5 Organizational Process	54	Organizational process
Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness	55	An overview of major concepts on emerging trends-
	56	Power and politics
	57	Authority, Integration and control
	58	Organizational climate
	59	Organizational culture
	60	Organizational effectiveness- ways and approaches

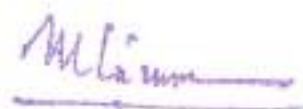


**ALBERTIAN INSTITUTE OF MANAGEMENT St. Albert's
College (Autonomous)
Ernakulam**

Programme : **Master in Business Administration**
Course : E-Business Strategy
Semester : IV
Session : Dec - March 2019
Batch : 2017 - 2019
Subject Code : **PMS4CST0317**
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



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Kochi 682018

E-Business Strategy

Course Code:PPMS4CST0317

Faculty: Ms. Indu George

Introduction

This course describes and evaluates predominant e-business models and strategies and activities involved in formulating and implementing e-business strategies. This course also discusses the challenges and business opportunities of mobile commerce and social networks and helps in developing strategic plans for e-business initiatives.

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 students should be able to analyse different e business models and comprehend their activities
2. Develop an insight Strategy for Interaction with Suppliers: Demonstrate in real time projects
3. Evaluate the effectiveness of different e- CRM and select the best.
4. Apply the concepts of E business to create an e business website

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 to E-Business Strategy: overview of e-business and e-business strategy - External and internal analysis- Five Forces analysis - SWOT analysis, segmenting/targeting markets, value chain and value networks; Sustaining competitive advantage - building up barriers to imitation, dealing with threats of disruptive innovations in E-business.

Module 2

Strategy Options in E-Business Markets: Strategy fundamentals, e-business revenue models, fit between strategy and value chain; Exploiting new market spaces - value curve, new value creation, early mover advantages/disadvantages; Strategy for internal organization: make-or-buy decisions, organizational structure for e-business activities.

Module 3

Strategy for Interaction with Suppliers: E-procurement, e-SCM, B2B business models, B2B marketplaces and portals, auctions; Enhancing E-service collaboration with enforcement and relationship management. Strategy for Interacting with Customers: Consumer behavior and market segmentation, e-CRM, emarketing, social networking strategies; Market research, role of intermediaries. E-Business Implementation: Creating effective web presence- customer-centric website design, website usability testing/evaluation frameworks, examples of winning e-business websites; Technology infrastructure -Web 2.0 Environment and Social Networks; M-Commerce, cyber trust, ethics, security and privacy.

Module 4

Strategy for Interacting with Customers: Consumer behavior and market segmentation, e-CRM, emarketing, social networking strategies; Market research, role of intermediaries.

Module 5

E-Business Implementation: Creating effective web presence- customer-centric website design, website usability testing/evaluation frameworks, examples of winning e-business websites; Technology infrastructure -Web 2.0 Environment and Social Networks; M-Commerce, cyber trust, ethics, security and privacy.

Text Book

1. Dave Chaffey, E-Business and E-Commerce Management: Strategy, Implementation and Practice, Prentice Hall.

References:

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



1. Efraim Turban, Jae Lee, Michael Chung and David King, Electronic Commerce: A Managerial Perspective, Pearson/Prentice Hall
2. Mayer R, Chaffey D., Ellis-Chadwick, F and Johnston, K, Internet Marketing: Strategy, Implementation and Practice, Prentice Hall

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 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

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Session plan



Sl No	Topics	Hours	Description
Module1 - Introduction To E Business Strategy			
1	Overview of e-business and e-business strategy	3	
2	External and internal analysis	4	- Five Forces analysis - SWOT analysis -Pest Analysis
3	Segmenting/targeting markets	3	
4	Value chain and value networks	2	
5	Sustaining competitive advantage	2	
6	Building up barriers to imitation	2	
7	Dealing with threats of disruptive innovations in E-business	3	
Module 2 Strategy Options in E-Business Markets			
10	Strategy fundamentals	3	- Exploiting new market spaces -Fit between strategy and value chain
11	E-business revenue models	5	- Business to Business (B2B) - Consumer to Consumer (C2C) - Consumer to Consumer (C2C) -Peer to Peer Business Models -M-Commerce Business Models - Key elements of a Business model - Sharing economy - Value Proposition - Revenue Model - Market Opportunity - Competitive Environment - Competitive Advantage - Market Strategy - Organizational Development - Management Team.
12	Value curve, new value creation	2	
13	Early mover advantages/disadvantages	3	
14	Strategy for internal organization	2	- Make-or-buy decisions
15	Organizational structure for e-business activities.	2	


Module 4 Strategy for Interaction with Suppliers			
16	E-procurement	4	- B2B business models, - B2B marketplaces and portals, auctions
17	e-SCM	3	
18	Enhancing E-service collaboration with enforcement and relationship management	2	
19	e-CRM	3	-Strategy for Interacting with Customers - Consumer behavior and market segmentation
20	e-marketing	3	- social networking strategies Market research - Role of intermediaries
Module 5 E-Business Implementation			
21	Creating effective web presence-customer-centric website design	3	- customer-centric website design, - website usability testing/evaluation frameworks - Examples of winning e-business websites
22	Technology infrastructure	2	--Web 2.0 Environment and Social Networks; M-Commerce
23	Cyber trust & Cyber ethics	2	
24	Cyber Security and privacy.	2	
		60	

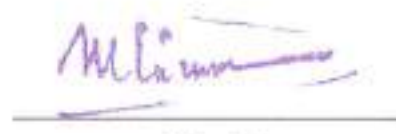


**ALBERTIAN INSTITUTE OF MANAGEMENT St. Albert's
College (Autonomous)
Ernakulam**

Programme : **Master in Business Administration**
Course : **Human Resource Information System**
Semester : **IV**
Session : **Dec. – Mar 2019**
Batch : **2017 - 2019**
Subject Code : **PMH4CST0217**
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 682018

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



Ernakulam

Kochi 682018

Human Resource Information System

Course Code:PMH4CST0217

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

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



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.

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

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- 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 bench-marking.

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. Kulsheshtha, *Human Resource Accounting* Anmol Publications.
4. Prabakara Rao, *Human Resource Accounting*, Inter India Publications, New Delhi.

Text Book :

I. 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. Kulsheshtha, *Human Resource Accounting* Anmol Publications.
3. Prabakara Rao, *Human Resource Accounting*, Inter India Publications, New Delhi.

Faculty Details

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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
9. www.tutorialspoint.com
10. www.KhanAcademy.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 Planning

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



Topics	Hrs	Description
Module1: Introduction to Human Resource Information System		
Data & Information needs for HR Manager	4	- 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	- Basic system requirements of HRIS - Sources of Data - Data and information requirements of HR managers
Structure, & Mechanics of HRIS, Sources of Data	2	- Structure of HRIS - Key mechanisms of HRIS
Standard Software and Customized Software; HRIS – An Investment;	2	- 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	- SAP - Oracle eBusiness Suite - Ramco's Marshal
Module2: Human Resource Information System Needs		
Human resource information systems need Analysis	3	- Types of need Analysis
Systems design and acquisition	3	- Logical and Physical Design
HR Metrics and workforce Analytics	4	- Methods of Workforce Analytics
Cost justifying Human Resource Information systems investment.	4	
Module 3: Human Resource Information System Implementation & Acceptance		
Human Resource Information Systems Project management,,	3	

Change Management	4	-Theories of Change - Factors causing resistance to change -Methods of overcoming resistance
Implementation, integration and maintenance of Human Resource Information Systems.	4	

Module 4: Human Resource Information Systems Applications		
2	Module IV Human Resource Administration and Human Resource Information System	2 - Role of HR Administration
2	Talent Management	2 - Factors affecting talent management
2	Job analysis and Human Resource Planning	2 - HRIS and JD and JS - Manpower planning & HRIS - HRP at Macro level - Micro environment affecting HRP - Steps in Manpower planning using HRIS
2	Recruitment and Selection in an internet context	2 - Role of HRIS in recruitment & Selection - Doing recruitment using HRIS - Completing the selection process using HRIS - HRIS and placement
3	Training and development: issues and Performance Management	3 - Role of HRIS in T & D - Completing the T & D process using HRIS - PA & HRIS - Methods of PA - Steps in PA using HRIS
3	Compensation , benefits, payroll and Human Resource Information Systems	3 - Compensation Management & HRIS - Doing Payroll using HRIS
3	International HR and Human Resource Information Systems	2
Module 5: Recent Trends in Human Resource Information System		



3	Module V Information security and privacy in Human Resource Information Systems,,	3	- Factors included in calculating Personnel costs
3	The future of Human Resource Information Systems	1	- Concept, Objectives, Scope of HRD Audit - Levels of HR Auditing- Steps in HRD Audit - Tehniques used for HRD Audit - HRD Audit Report Design
3	Emerging Trends in Human Resource Management and Information Technology.	2	- Dimensions of HRD Score Card
		60	

Topics	Hrs	Description
Module1: Introduction		
Data & Information needs for HR Manager	4	- 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	- Basic system requirements of HRIS - Sources of Data - Data and information requirements of HR managers
Structure, & Mechanics of HRIS, Sources of Data	2	- Structure of HRIS - Key mechanisms of HRIS
Standard Software and Customized Software; HRIS – An Investment;	2	-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	- SAP - Oracle eBusiness Suite - Ramco's Marshal

Module2: HR Management Process & HRIS		
Modules on MPP	5	- Manpower planning & HRIS - HRP at Macro level - Micro environment affecting HRP - Steps in Manpower planning using HRIS
Recruitment, Selection & Placement	2	- Role of HRIS in recruitment & Selection - Doing recruitment using HRIS - Completing the selection process using HRIS - HRIS and placement
Module on PA System	2	- PA & HRIS - Methods of PA - Steps in PA using HRIS
T & D Module	2	- Role of HRIS in T & D - Completing the T & D process using HRIS
Module on Pay & related dimensions	1	- 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Labour turnover <li style="padding-left: 40px;">- Idle Time - Absenteeism
Module 4: Organization Climate		
Organization Climate Approach	2	<ul style="list-style-type: none"> - Significance of Organizational Climate - Models of Organisational behaviour - Impact of the models on Organisational behavior
Improvement and deterioration of organizational climate	2	<ul style="list-style-type: none"> - Factors that improve Organisational Climate - Factors that deteriorate Organisational Climate
Responsibility accounting	2	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Process of Management Control System - Techniques used Management Control
Human resources as social capital, Mentoring and development of social capital	1	<ul style="list-style-type: none"> - Dimensions of Social Capital - Applications of Social Capital
Social control	1	<ul style="list-style-type: none"> - - Concept of Social Control - Types of Social control
HR accounting and bench-marking.	1	<ul style="list-style-type: none"> 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	

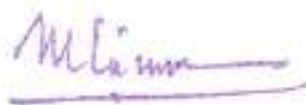


ALBERTIAN INSTITUTE OF MANAGEMENT
St. Albert's College (Autonomous)
Ernakulam

Programme : **Master in Business Administration**
Course : Decision Support System
Semester : IV
Session : Dec - March 2019
Batch : 2017 - 2019
Subject Code : PMS4CST0117
No. of credits :
Prepared by : **Dr. Jitha G. Nair**
Email : jitha@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
Mobile : 9605477888

Approved By


HoD



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DECISION SUPPORT SYSTEM

Course Code:

Introduction

Through this course the students will be able to understand appropriate modelling techniques for supporting semi-structured business decision making. The students will also be able to understand the developmental process of DSS

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 different types of decision support systems.
2. Students would be able to understand and analyze the concept of knowledge management.
3. Students would be able to compare and contrast between Group Support Systems, Enterprise Decision Support Systems and Knowledge Management Systems
4. Student would be able to analyze different Advanced Intelligent Systems

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: Management Support systems - Decision making, Models. DSS Overview - Data – Model. Knowledge – Types - Defining Knowledge Management – Evolution of KM.

Module 2

Data - Data Collection, Data Warehousing and Data Mining. Data visualization – Modeling – Static and dynamic. Optimization - Simulation. Multidimensional modeling.

Module 3

Group Support Systems, Enterprise Decision Support Systems and Knowledge Management Systems: Group support system (GSS) meaning - Technologies, Enterprise DSS, Knowledge Management – concepts – basic KM discipline and emerging trends, Knowledge management methods, Technologies and Tools.

Module 4

Knowledge Based DSS : Artificial Intelligence - Knowledge management relationship with AI – AI methods used in KMS, Knowledge Acquisition and validation - Knowledge representation - Inference techniques.

Module 5

Advanced Intelligent Systems: Neural Computing - Fuzzy Logic - Intelligent Agents – Implementation – Integration - Intelligent DSS Recommended

Books:

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition 2010.
2. Elias M. Awad and Hasan M. Ghazri ,Knowledge Management, Pearson Education.
3. George M Marakas, Decision Support System, Prentice-Hall International, Paperback Edition, New Delhi, 2003.
4. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
5. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6th Printing 2006.
6. Thothathri Raman A, Knowledge Management – A resource book ,Excel Books, 2004.
7. VahidLotfi, Decision Support System for Operation Management and Management science, McGraw Hill Inc, International Edition, New Delhi 1996.

Faculty Details

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Website :www.aim.edu.in
Email : Jitha@aim.edu.in
Mobile : 9605477888

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. 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

- 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

Teaching plan

Topics	Hours	Description
1 Module 1 Introduction: Management Support systems - Decision making, Models. DSS Overview - Data – Model. Knowledge – Types - Defining Knowledge Management – Evolution of KM.	1	Introduction: Management Support systems
	2	Decision making, Models.
	2	Decision making, Models.
	4	DSS Overview
	5	Data – Model. Knowledge
	6	Types - Defining Knowledge
	7	Evolution of KM.
	8	Evolution of KM.
2 Module 2 Data - Data Collection, Data Warehousing and Data Mining. Data visualization – Modeling – Static and dynamic. Optimization - Simulation. Multidimensional modeling.	9	Data - Data Collection,
	10	Data Warehousing
	11	Data Mining
	12	Data visualization
	13	Modeling – Static and dynamic.
	14	Modeling – Static and dynamic.
	15	Optimization - Simulation



		16	Optimization - Simulation
		17	Multidimensional modeling.
		18	Multidimensional modeling.
3	Module 3 Group Support Systems, Enterprise Decision Support Systems and Knowledge Management Systems: Group support system (GSS) meaning - Technologies, Enterprise DSS, Knowledge Management – concepts – basic KM discipline and emerging trends, Knowledge management methods, Technologies and Tools.	19	Group Support Systems
		20	Enterprise Decision Support Systems
		21	Knowledge Management Systems
		22	Group support system (GSS) meaning - Technologies
		23	Enterprise DSS,
		24	Knowledge Management – concepts – basic KM discipline
		25	emerging trends
		26	Knowledge management methods,
		27	Technologies and Tools.
		28	Technologies and Tools.
4	Module 4 Knowledge Based DSS : Artificial Intelligence - Knowledge management relationship with AI – AI methods used in KMS, Knowledge Acquisition and validation - Knowledge representation - Inference techniques.	29	Knowledge Based DSS : Artificial Intelligence
		30	Knowledge management relationship with AI
		31	AI methods used in KMS,
		32	AI methods used in KMS,
		33	Knowledge Acquisition and validation
		34	Knowledge representation
		35	Inference techniques.
		36	Inference techniques.
5	Module 5 Advanced Intelligent Systems: Neural Computing - Fuzzy Logic -	37	Advanced Intelligent Systems:
		38	Neural Computing
		39	Fuzzy Logic

Intelligent Agents – Implementation – Integration - Intelligent DSS Recommended	40	Fuzzy Logic
	41	Intelligent Agents
	42	Intelligent Agents
	43	Implementation – Integration
	44	Implementation – Integration
	45	Implementation – Integration
	46	Intelligent DSS Recommended
	47	Intelligent DSS Recommended
	48	Case
	49	Case



ALBERTIAN INSTITUTE OF MANAGEMENT

St. Albert's College (Autonomous)

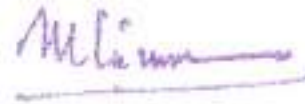
Ernakulam

Programme : **Master in Business Administration**
Course : Consumer Behaviour
Semester : IV
Session : Dec- March 2019
Batch : 2017 - 2019
Subject Code : PMM4CST0117

No. of credits :
Prepared by : Dr. Manju Das S.K.
Email : manju@aim.edu.in
Website : <https://www.alberts.edu.in/mba/faculty/>
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Approved By


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Principal

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Tel : +91-484-2355844 / 45
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Consumer Behaviour
Course Code: PMM4CST0117
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

Module 1 Introduction to Consumer Behaviour

Consumer Behaviour – Nature & Relevance of Consumer Behaviour studies in marketing decisions Factors influencing consumer behaviour – Consumer buying decision process with illustration –Buyer roles assumed by consumers – Levels of consumer decision making



Module 2 Psychological Influences on Consumer Behaviour

Role of Self Image & Personality – Personality Theories & Behaviour of Consumer – An overview – Personal values & Consumption – Modern Trends in Lifestyles of Consumer – Memory, Learning & Perception – Its impact on Consumer Behaviour – Role of Motivation in Consumer Behaviour – Beliefs & Attitudes and its impact on Consumer Behaviour

Module 3 Sociological Influences on Consumer Behaviour

Culture & its impact on Consumer Behaviour – Impact of Government & Laws on Culture – Promotions & Communication by marketers based on Culture in India – Case Studies – Cross Cultural Perspectives – Sub-Culture: Influence of sub-culture on Consumer Behaviour – Sub-Culture based on Geographic Region & Religion – Its impact on Consumer Behaviour – Social Class in India – Applications to Consumer Behaviour

Module 4 Group Influences on Consumer Behaviour

Reference Groups & Its impact on Consumer Behaviour – Consumer relevant groups – Factors affecting Group Influence – Household as a consumption unit – Family: Role of family in buying decisions – Family Life Cycle & Its impact on Consumer Behaviour

Module 5 Consumer Rights & Protection

Consumerism: Concept & Evolution – Consumer Rights in India – Consumer Protection – Provisions Recent Trends in Consumer Rights Protection

Recommended Books:

1. Schiffman L.G. and Kanuk L.L. (2006), Consumer Behaviour, Latest Edition, Pearson Education, New Delhi.
2. RamanujMajumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 2011
3. Jay D. Lindquist, M. Joseph Sirgy (2009), Consumer Behaviour, Latest Indian Edition, Cengage Learning
4. Loudon and Della Bitta, Consumer Behaviour: Concepts and Applications, Tata McGrawHill. New Delhi
5. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western.



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
- 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	Sessi on No	Covered Topics
Module 1 Introduction to Consumer Behaviour Consumer Behaviour – Nature & Relevance of Consumer Behaviour studies in marketing decisions Factors influencing consumer behaviour – Consumer buying decision process with illustration –Buyer roles assumed by consumers – Levels of consumer decision making	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 buying decision process with illustration
	8	Consumer buying decision process with illustration
	9	Buyer roles assumed by consumers
	10	Levels of consumer decision making
Module 2 Psychological Influences on Consumer Behaviour Role of Self Image & Personality – Personality Theories & Behaviour of Consumer – An overview – Personal values & Consumption – Modern Trends in Lifestyles of Consumer – Memory, Learning & Perception – Its impact on Consumer Behaviour – Role of Motivation in Consumer Behaviour – Beliefs & Attitudes and its impact on Consumer Behaviour	11	Role of Self Image & Personality
	12	Role of Self Image & Personality
	13	Personality Theories & Behaviour of Consumer
	14	Personal values & Consumption
	15	Modern Trends in Lifestyles of Consumer
	16	Memory, Learning & Perception – Its impact on Consumer Behaviour
	17	Memory, Learning & Perception – Its impact on Consumer Behaviour
	18	Memory, Learning & Perception – Its impact on Consumer Behaviour
	19	Role of Motivation in Consumer Behaviour
	20	Beliefs & Attitudes and its impact on Consumer Behaviour



	21	Beliefs & Attitudes and its impact on Consumer Behaviour
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