



ST. JOSEPH'S INSTITUTE OF MANAGEMENT
(JIM)

A Jesuit Business School

MASTER OF BUSINESS ADMINISTRATION

Syllabus : 2018 - 2020

St. Joseph's College (Autonomous)
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St. Joseph's Institute of Management (JIM)

A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

COURSE STRUCTURE FOR TWO - YEAR MBA PROGRAMME

2018-2020

1 Session: 1.5 Hrs

	Course Code	Courses	Sessions	Credits
Semester I		Communicative Competence (2 Weeks)		
		Bridge Course (1 Week)		
	18PBA1101	Skills for Business Education	30	3
	18PBA1102	Business Communication-I	30	3
	18PBA1103	Personal Growth Lab	40	4
	18PBA1104	ICT Skills	40	4
	18PBA1105	Fundamentals of Business Organisations	20	2
	18PBA1106	Managerial Economics	40	4
	18PBA1107	Quantitative Techniques	40	4
	18PBA1108	Accounting for Managers	40	4
	Total	280	28	
Semester II	18PBA2109	Leadership and Organizational Behaviour	30	3
	18PBA2110	Financial Management	30	3
	18PBA2111	Marketing Management	30	3
	18PBA2112	Human Resource Management	30	3
	18PBA2113	Business Information Systems	30	3
	18PBA2114	Business Research and Data Analytics	30	3
	18PBA2115	Production Technology & Operations Management	30	3
	18PBA2116	Business Communication-II	30	3
	18PBA2117	Creativity and Innovation for Business	10	1
	18PBA2118	Entrepreneurship and Business Modeling	30	3
		Total	280	28
		Out Bound Training (3 Days)		
	SHEPHERD (50 Sessions: 5 Credits)			
Semester III	18PBA3119	Summer Internship Placement (10 Weeks)		5
	18PBA3120	Project & Dissertation (2 Weeks)	10	4
	18PBA3121	Leadership & Strategy	30	3
	18PBA3122	Logistics and Supply Chain Management	30	3
		Electives	190	22
		Total	260	37
Semester IV	18PBA4123	International Business	10	1
	18PBA4124	Business Ethics	30	3
	18PBA4125	Comprehensive Examination /Thesis Writing	15	2
		Electives	190	21
		Total	245	27
		Overall Total	1065	120

Elective Courses

1. Elective courses refer to Core and Optional elective courses.
2. Besides earning 68 credits from the core courses, a student should earn a total of 52 credits from the elective courses in III & IV semesters which include Summer Internship Placement (SIP) (5 credits) and Major Project (4 credits).
3. A student has to specialise in a particular elective, and must complete 23 credits from the core electives spreading across 2 semesters of which one must be a MOOC course in the III semester and another MOOC or Course of Independent Learning (CIL) in the IV semester.
4. A student must earn the remainder of 20 credits from other electives in Finance/ Marketing/ HR/ Systems in the III and IV semesters (10 in each semester).
5. Students are free to sign up for any course from optional electives.
6. An optional elective course will be offered only if a minimum of 25 students sign up.

Online Courses (MOOC)

Massive Open Online Courses (MOOC) are offered through platforms such as *Coursera*, *edX*, *FutureLearn*, *Udacity*, and *Swayam* by reputed B-schools such as Stanford, Harvard, MIT and IIMs. The main intent of following MOOCs is that a student has an opportunity to develop self-directed learning capability and to familiarize with online learning that is seen as future learning process. A student is expected to take two MOOCs, one in III semester and another in IV semester. Students can choose a course from any MOOC platforms. A student has an options to choose CIL in the place of MOOC in IV semester. A course requiring 20 to 30 hours of work will carry one credit which will be part of the overall credits required for the degree. A student has to choose courses in the first week of III & IV semesters. After choosing the courses, students need to submit them to Dean-Academics who will present at Faculty Council Meeting (FCM) for a deliberation. Finally, the Director will approve the courses selected by students.

Course of Independent Learning (CIL)

In the IV Semester, a student is free to choose a Course of Independent Learning (CIL). CIL gives an opportunity for the students to explore in depth a topic/theme/area in which the student nurtures a special interest. It leads not only to integration of different fields of study in MBA but also to search for solutions for a real-time industry problems. The presentation of solutions to problems and possibly, publication of the in-depth study could be published in a journal of repute will form the major part of assessment of learning.

Elective Courses: Finance

		Core Elective Courses		Sessions	Credits	
Semester III	18PBA3101	1	Management of Financial Services	40	4	
	18PBA3102	2	Security Analysis and Portfolio Management	50	5	
	18PBA3103	3	Market Stint (50 Hrs)	10	1	
	18PBA3104	4	MOOC	20	2	
			Optional Elective Courses			
	18PBA3105	1	Financial Modelling Using Excel	30	3	
	18PBA3106	2	Personal Finance	30	3	
18PBA3107	3	Management of Banking	30	3		
Semester IV			Core Elective Courses			
	18PBA4101	1	Derivatives Management	50	5	
	18PBA4102	2	International Financial Management	40	4	
	18PBA4103	3	MOOC/ Course of Independent Learning (CIL)	20	2	
			Optional Elective Courses			
	18PBA4104	1	Business Analysis and Valuation	30	3	
	18PBA4105	2	Behavioural Finance	30	3	
18PBA4106	3	Accounting Analytics	30	3		

Elective Courses: Marketing

		Core Elective Courses		Sessions	Credits	
Semester III	18PBA3201	1	Advertising and Sales Promotion Management	50	5	
	18PBA3202	2	Services Marketing	40	4	
	18PBA3203	3	Market Stint (50 Hrs)	10	1	
	18PBA3204	4	MOOC	20	2	
			Optional Elective Courses			
	18PBA3205	1	Marketing Analytics	30	3	
	18PBA3206	2	Consumer Behaviour	30	3	
	18PBA3207	3	Digital Marketing	30	3	
18PBA3208	4	Leading a Social Enterprise	10	1		
Semester IV			Core Elective Courses			
	18PBA4201	1	Sales and Distribution Management	50	5	
	18PBA4202	2	Retail Management	40	4	
	18PBA4203	3	MOOC/ Course of Independent Learning (CIL)	20	2	
			Optional Elective Courses			
	18PBA4204	1	Marketing Fair	30	3	
	18PBA4205	2	Brand Management	30	3	
18PBA4206	3	Marketing at the Bottom of the Pyramid	30	3		

Elective Courses: HR

		Core Elective Courses		Sessions	Credits	
Semester III	18PBA3301	1	Learning and Development	30	3	
	18PBA3302	2	Performance Management	30	3	
	18PBA3303	3	Compensation Management	30	3	
	18PBA3304	4	Market Stint (50 Hrs)	10	1	
	18PBA3305	5	MOOC	20	2	
			Optional Elective Courses			
	18PBA3306	1	Labour Management	20	2	
	18PBA3307	2	Talent Management	20	2	
	18PBA3308	3	Measuring HR	10	1	
	18PBA3309	4	Conflict and Negotiation Management	20	2	
	18PBA3310	5	Strategic Human Resource Management	20	2	
18PBA3311	6	Consulting to Management	10	1		
Semester IV			Core Elective Courses			
	18PBA4301	1	Employee Relations	30	3	
	18PBA4302	2	Organizational Change & Development	30	3	
	18PBA4303	3	Career Management	30	3	
	18PBA4304	4	MOOC/Course of Independent Learning (CIL)	20	2	
			Optional Elective Courses			
	18PBA4305	1	Employee Counseling	20	2	
	18PBA4306	2	Cross Cultural Management	10	1	
	18PBA4307	3	Employee Empowerment & Engagement	10	2	
	18PBA4308	4	Team Management	10	1	
	18PBA4309	5	Leadership, Influence & Power	20	2	
18PBA4310	6	International Human Resource Management	10	1		

Elective Courses: Systems

		Core Electives Courses		Sessions	Credits
Semester III	18PBA3401	1	Business Analytics and Business Intelligence	50	5
	18PBA3402	2	Data Mining and Data Warehousing	40	4
	18PBA3403	3	Market Stint (50 Hrs)	10	1
	18PBA3404	4	MOOC	20	2
			Optional Elective Courses		
	18PBA3405	1	Software Engineering	30	3
	18PBA3406	2	Relational Database Management	30	3
18PBA3407	3	Predictive Analytics	30	3	
Semester IV			Core Electives Courses		
	18PBA4401	1	Digital Analytics	40	4
	18PBA4402	2	Big Data Analytics	50	5
	18PBA4403	3	MOOC/Course of Independent Learning (CIL)	20	2
			Optional Elective Courses		
	18PBA4404	1	Cloud Computing and IoTs	30	3
18PBA4405	2	Enterprise Resource Planning	30	3	
18PBA4406	3	Principles of Deep Learning	30	3	

CREDIT DISTRIBUTION

S.NO.	SEM	CORE	CORE ELECTIVE	OPTIONAL ELECTIVE	TOTAL
1	I	28	-	-	28
2	II	28	-	-	28
3	III	6	12 + 5 (SIP) + 4 (Project)	10	37
4	IV	6	11	10	27
TOTAL		68	32	20	120

Programme Goals and Measurement of Outcome

Programme Goals	Intended Outcome	Measurement Metric	Over all Outcome
Self – Confident	Ability to set directions for future and pursue with passion	Grooming, interviews and placement	Number of students placed and Responsible Leadership - capable, able, and employable
Interpersonal Competence	Able to work in group to complete various tasks	Goal achieving in Group works and group presentations/activities	
Critical and Integrative Thinking	Can think logically and apply the learning to concrete business situation	Case study based learning and understanding business models	
Creative Thinking	Can work in creative environment and convert ideation into action	Business idea and business plans	
Global Awareness	Is aware of the business trends and the environment that impacts	Test and interview by the recruiters	
Domain Knowledge	Has a comprehensive understanding of the chosen domain and deeper analysis of a particular area	Scores of formative and summative assessment and course comprehensive exam	
Ethical Responsibility	Can critically analyse social problems and contribute towards social transformation	Involvement in exposure visits and participating in the struggles of the poor and development of models of sustainable business models	

CORE COURSES

Semester - I



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Core Course

Course Code:18PBA1101

Credits: 3

Title: Skills for Business Education

I. Course Description

The Course aims to prepare students for the challenges and approaches of Management Education. It introduces them to the new and innovative process and methods of learning and use online learning tools. It also equips them with analytical and creative thinking process and trains them in case analysis, presentation, academic writing and reporting. The students will realize that academic and professional success can be achieved by systematic and persistent efforts.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Use strategies and techniques for addressing core academic tasks at MBA level
2. Develop professional grooming skills
3. Develop critical and analytical thinking ability
4. Formulate a road map for their academic goals and manage the resources efficiently
5. Acquire core skills for Business Management

III. Course Content

1. Understanding Business Competencies

- a. Nature of Management Education
- b. Skill Profile of a Manager
- c. Transferable/Soft skills
- d. Learning in MBA: Styles, process, cycle

2. Grooming

- a. Personal Grooming, Dress Code in Professional Environment.
- b. Social Etiquette

3. Information Processing and Reflective Skills

- a. Study Skills: SQ3R
- b. Note taking
- c. Critical and Analytical Thinking
- d. Creative Thinking
- e. Participative Learning in Classrooms, Team Study

4. Presentation Skills

- a. Case Study
- b. Public Presentations
- c. Academic Writing and assignments

5. Competency Development Goal

- a. Academic Goal Setting
- b. Personal Development Plan

IV. Teaching and Learning Strategies

Students will be introduced to the new approaches of learning at MBA level and the set of Managerial and student skills needed to do MBA. They will also be trained in personal grooming, study skills, analytical thinking, case study and academic writing. There will be workshops on each of the topics and the students are required to practice each skill and manifest the same in the form of writing or presentations. Each student will have an opportunity to showcase his/her learning in front of a faculty. All the JIM faculty will be involved in assessing the progress of the students in case study, public presentation and academic writing. Students learn the skills in classroom, practice individually or in groups and present it before a faculty on the specified dates.

V. Course Outcome

The students will have read a solid book using SQ3R method, written summary of classroom learning using note taking techniques, presented a case, made power point presentation and submitted an academic writing.

VI. Course Materials

a. Mandatory

Course Materials to be given during the course.

b. Additional

Cottrell, Stella. (2013). *The Study Skills Hand Book*. (4ed.). Hampshire: Palgrave Macmillan.

Gallagher, Kevin. (2010). *Skills Development for Business and Management Students*. Oxford University Press.



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Core Course

Course Code: 18PBA1102

Credits: 3

Title: Business Communication - I

I. Course Description

This practical course will give the learner a complete understanding of the nature of Business Communication and enable them to develop and practice the required skills in the simulated workplace scenarios. The course would serve as a guideline to devise communication strategies for their career in the corporate and would also provide an opportunity to develop self-confidence.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the fundamentals of business communication.
2. Develop the basic comprehending skills required for business communication.
3. Know how to prepare and deliver a discourse.
4. Write effective messages relevant to business scenario.
5. Understand communication styles and develop one's own.

III. Course Content

1. Fundamentals of Business Communication

- a. Today's HR Trends
- b. The Challenges in Organizational Communication
- c. Strategies for Successful Workplace Communication

2. Basic Comprehending skills

- a. Listening process, barriers to listening and styles of effective listening
- b. Critical Thinking and Reading, Comprehension, Inferences
- c. Principles of Non Verbal Communication through grooming and gestures

3. Art of Speaking

- a. Rhetoric Basics
- b. Structure, cohesion and coherence
- c. Storytelling Techniques
- d. Persuasive Skills

4. Developing Writing Skills

- a. The writing process : Thought – Text- Formulation
- b. Expressions and Business related vocabulary
- c. Writing different messages

5. Communication Styles

- a. Types of communication styles
- b. Strategies to handle different Communication styles
- c. Understanding and developing one's own communication style

IV. Teaching and Learning Strategies

- a. Models will be presented with lectures , students will be asked to create own models
- b. Learning activities will be mainly experiential in nature with opportunities to apply and practice effective communication skills and techniques in a range of different business contexts.
- c. Activities will be a mix of individual work and team work and will include workshops, practical exercises, simulations and field work.
- d. The learners have the opportunity to receive feedback from their peers, academics and industry as well as give feedback to others.

V. Course Outcome

The students would be asked to attend speeches and talks in public gathering to observe and provide feedback

VI. Course Materials

a. Mandatory

Mukerjee, Hory Sankar. (2016). *Business Communication - Connecting at Work*. (2 ed). New Delhi: Oxford University Press

b. Additional

Chaturvedi, P.D. & Mukesh. (2013). *Business Communication*. (3 ed). New Delhi: Pearson India Education Services Pvt. Ltd.

Raman, Meenakshi & Singh, Prakash. (2016). *Business Communication*. (2 ed). New Delhi: Oxford University Press



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Core Course

Course Code: 18PBA1103

Credits: 4

Title: Personal Growth Lab

I. Course Description

This course examines personal development by exploring a wide variety of ways to change, grow, and achieve one's creative potential. The focus is on the discovery of self and the authentic search for self-identity. The class advances a multi-faceted approach to personal development combining theory, personal experience, and self-reflection. This is a comprehensive course that integrates personal and professional growth through the development of effective communication skills, positive self-image and self-esteem, and strategies for personal effectiveness.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand Personality theories and Approaches
2. Discover their personality types traits, values, skills and interests
3. Improve their self-image and self-esteem by tackling negative thought patterns and learning positive new ones
4. Learn strategies for coping with stress, anger, and other negative emotions
5. Harness self-discipline to control impulses, break bad habits, and make positive life changes
6. Develop positive attitude and analyse their personal values.
7. Discover their interpersonal behavioral orientations and improve their interpersonal relationship

III. Course Content

1. Introduction

- a. Course Plan and importance of the course
- b. Personality Theories and Approaches

2. Self-Awareness

- a. Self Esteem
- b. Self-Awareness
- c. REBT

3. Self-Management

- a. Stress Management
- b. Positive Discipline and Habit formation
- c. Values
- d. Attitudes

4. Social Awareness

- a. Interpersonal Communication and Relationship
- b. Firo-B

5. Social Management

- a. Interpersonal Conflict
- b. Transactional Analysis

IV. Teaching and Learning Strategies

Students are introduced to the personality approaches and the framework for personal development. The sessions will be conducted in workshop mode so that the students are enabled to go through a process of self-discovery with a series of tools and exercises. There will be a three-day residential workshop for intense process of self-awareness and building strong self-esteem.

Students have to maintain a personal journal to write down their mental process and changes that take place as a result of PGL sessions. They will be submitting self-analytical reports and reflective essays after every session.

V. Course Outcome

Students will have self-reports, interpretations of psychometric tests and a comprehensive personality profile along with the personal journal.

VI. Course Materials

a. Mandatory

Reading Material for every session will be given in advance along with case lets.

Different Exercises/Instruments will be administered during sessions

b. Additional

Johnson, W. Wilson. (2013). *Reaching Out: Interpersonal Effectiveness and Self Actualization*. (13 ed.). New Jersey: Prentice-Hall.



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Core Courses

Course Code: 18PBA1104

Credits:4

Title: ICT Skills

I. Course Description

This course equips the students with skills for the effective use of Office Automation Systems and to help students to investigate, analyze and construct databases and process them through MS-Access. This course makes the students learn the basic concepts of IT and Operating Systems. This course familiarizes the students with the basic concepts of Networking and use of cloud computing.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Develop skills for using MS Word and MS Excel
2. Learn and apply analytical techniques to arrive at business decision using MS Excel.
3. Know the concept of data bases
4. Learn the concepts and importance of networking and cloud computing
5. Understand the concept of IOTS and its applications

III. Course Content

1. Documentation

- a. Home
- b. Edit
- c. Insert
- d. Page Layout
- e. View
- f. Reference

2. Worksheet Manipulation

- a. Categories of functions
- b. Formulas
- c. Formatting
- d. Charts
- e. Data Analysis
- f. Pivot Table

3. Presentations

- a. Design
- b. Customs Animation
- c. Transition
- d. Set up Slide show

4. Data Base

- a. Data modeling
- b. Relational Approach
- c. Normalization

- d. Entity Relationship Diagram
- e. Client Server Technology
- f. Basics of Access

5. Networking

- a. Computer Networking, Cloud Computing, Social Media for Knowledge Sharing

6. IOT

- a. Concepts and Applications

7. Practical Exercises

- a. Preparing Word Document
- b. Using Home menu in MS Word
- c. Using Page Layout
- d. Using View
- e. Preparing Excel sheet
- f. Using Excel Formulae and conditional formatting
- g. Preparing Pivot table and charts
- h. Preparing Charts
- i. Prepare Power Point Presentation
- j. Using Customs animation and transition in Power point
- k. Create simple data bases
- l. Using Cloud Services

IV. Teaching and Learning Strategies

The course will be taught by demonstration. Practical exercises will be given to understand the use of office automation software. The concepts will be introduced by lectures and power point presentations. They should learn to use MS word for documentation and MS Excel for data analysis. Each student must learn the usage of power point for presentation. The students must learn that the knowledge of computer networking, cloud computing, IOTS and its applications.

V. Course Outcome

Students will present a well presented professional report or an essay using word processing; will present and analytical report on functional data in Spread Sheets: will submit a professional PPT.

VI. Course Materials

a. Mandatory

Walkenbach, J. (2010). *Excel 2010 Formulas*. New Delhi: Wiley Publishing.

b. Additional

O'Brien, J.A., Marakas, G.M., & Behl, R. (2013). *Management Information Systems* (10 ed.). New Delhi: McGraw Hill Education (India) Private Limited.



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Core Course

Paper Code: 18PBA1105

Credits: 2

Title: Fundamentals of Business Organisations

I. Course Description

This course will illustrate the ways in which the practice of management evolves as firms grow in size and provides a basic framework for understanding the role and functions of a manager. It will focus on the principles, concepts, and techniques that can be used in carrying out these functions. In this course, the students explore the tasks that today's managers perform and delve into the key knowledge areas that managers need to master in order to run successful and profitable businesses and the base for learning business nuances of organisations.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the basic concepts and principles of management.
2. Realize the importance of planning and be able to formulate different plans for a business.
3. Develop an organizational structure for a business.
4. Learn the requirements of an effective control system.
5. Differentiate business, commerce and industries and to know the different types of business organizations.

III. Course Content

1. Evolution of business and forms of business

- a. Concepts of business
- b. Commerce and industry
- c. Business Systems
- d. Sole Proprietorship
- e. Partnership
- f. Co-operatives
- g. Joint Stock Companies

2. Principles of Management

- a. Evolution of Management
- b. Principles of Management
- c. Management as Science and Art
- d. Approaches to Management
- e. Functions of Management

3. Planning

- a. Planning
- b. Types
- c. Steps
- d. Management by Objectives

4. Organizing

- a. Organizational Structure
- b. Departmentation
- c. Line and Staff
- d. Delegation
- e. Decentralization

5. Controlling

- a. Nature
- b. Process
- c. Techniques
- d. Types of Control

IV. Teaching and Learning Strategies

The course will be taught by lectures using Power Point Presentation and students will be involved in discussion in the class room. Case Studies, Group discussions on contemporary issue relating to the business world at the global level will be discussed. They will identify the control mechanism being adopted and followed in institutes and submit a report.

V. Course Outcome

Students present organogram of an international Business enterprise with the write up of roles and responsibilities.

VI. Course Materials

a. Mandatory

Koontz, H. & Weihrich, H. (2011). *Essentials of Management: An International Perspective*. (8 ed.). New Delhi, India: Tata McGraw-Hill Publishing Company Ltd.
Sherlekar, S.A. (2013). *Modern Business Organization Management*. New Delhi, India: Himalaya Publishing House.

b. Additional

Tripathi, P.C. & Reddy, P.N. (2012). *Principles of Management*. (2 ed.). New Delhi, India: Tata McGraw-Hill Publishing Company Ltd.
Tulsa, P.C. & Pandey, V. (2002). *Business Organization and Management*. (1 ed.). Noida, India: Pearson Education India.



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Core Course

Course Code: 18PBA1106

Credits: 4

Title: Managerial Economics

I. Course Description

The course combines macro and micro economics and its application in businesses. Under macroeconomics, the students will learn concepts relating to a country's income, growth, employment, prices and a broad framework of how fiscal and monetary policies are developed. It considers the operation of a market economy and the problem of how best to allocate the society's scarce resources. The course considers the way in which various decision making units in the economy make their consumption and production decisions and how these decisions are coordinated. It considers the laws of demand and supply and introduces the theory of firm, cost theories and model of market structure. The various causes of market failure are assessed and considered to understand the strategies adopted by the firm to sustain in the business.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Have an exhaustive knowledge on India's development in the past and present. The students will acquire knowledge on monetary and fiscal policies and understand how it aides in the economic growth of the country.
2. Make them understand nature of Managerial Economics and Theory of firm.
3. Impart knowledge in demand and supply concepts in a micro-economic framework.
4. Impart into students, the basic concepts in production and cost function.
5. Make students knowledgeable in market structures and price determination.

III. Course Content

1. **Macroeconomic, Concepts and Theory**
 - a. Concept and Measurement of National Income
 - b. Business Cycle
 - c. Fiscal and Monetary Policies
2. **Introduction to Micro Economics and Theories of firms**
 - a. Introduction to Micro Economics
 - b. Theories of Profit Maximization
 - c. Managerial theories of firm
 - d. Behavioral theories of firm
3. **Concept of Demand and Supply**
 - a. Law of Demand & Supply
 - a. Determinants of Demand Function and Supply function
 - b. Elasticity of Demand & Supply
 - c. Market Equilibrium
4. **Production Theories and Cost Concepts**
 - a. Types of inputs
 - b. Factors influencing Production
 - c. Production with one variable input and two variable inputs

- d. ISO cost lines, Returns to Scale
- e. Cost in short run and long run

5. Market Structure

- a. Perfect Competition
- b. Monopoly Market
- c. Monopolistic Competition
- d. Oligopoly Market

IV. Teaching and Learning Strategies

Students are introduced with key concepts of a particular topic to complement the text. Power point is used to show the graphs and charts to understand the inter linkage of various economics principle. Recent issues are discussed in the classroom to understand the efficiency of economic system. Case Discussion will complement the extra reading to understand the business as a whole.

Each group of students will take up one firm to understand its history, objective and its functioning in the business world. Case study will be given to understand the inter linkage of concepts in Managerial Economics. Intensifying students understanding in the application of Management Economics through group discussion on current issues related to the topic. Make them to interpret charts and information to assess their understanding and judgement.

V. Course Outcome

Students maximise their learning on macro and micro economic concepts through group discussions and seminars. Importance is given for recent updates in Indian economy and its fall out in business contexts.

VI. Course Materials

a. Mandatory

Geetika, P. G. (2013). *Managerial Economics*. New Delhi: Tata Mcgraw Hill Education .

b. Additional

Salvatore, D. (2011). *Managerial Economics* . New Delhi: Oxford University Press.

Jhingan, M. L. (2014). *Managerial Economics*. New Delhi: Vrinda Publications.



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Core Course

Course Code: 18PBA1107

Credits: 4

Title: Quantitative Techniques

I. Course Description

This course will help the students to recall/introduce basic quantitative operations needed for management applications. This course endeavors to gain knowledge about basic mathematical/statistical/quantitative tools & techniques, thus helping them to apply practically under various business situations. This will lend them a helping hand in taking quality decision without giving any scope for ambiguity. To be precise, this course will equip them with tools and techniques to arrive at a well informed decision.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Recall basic quantitative operations needed for management applications.
2. Get acquainted with the basic mathematical/statistical/quantitative tools & techniques.
3. Understand how to apply the quantitative tools to various business and practical situations.
4. Predict values using estimation and regression techniques.
5. Forecast future situations based on past data and understand the importance of various indices.

III. Course Content

1. Basic Concepts

- a. Substitution and Simplification
- b. Formulating Functions: Linear, Quadratic and Cubic
- c. Solving Equations: Linear, Quadratic and Simultaneous
- d. Straight Lines: Slope
- e. Basic Rules of Differentiation and Integration
- f. Matrices: Types and Basic Operations

2. Applications of Differentiation, Integration and Matrices

- a. Marginal Cost, Marginal Revenue
- b. Elasticity of Demand
- c. Maximum of Profit and Minimum of Cost
- d. Finding Cost from Marginal Cost
- e. Consumer Surplus and Producer Surplus
- f. Inverse of Matrices
- g. Solving Simultaneous Equations Using Matrices

3. Measures of Central Tendency and Dispersion in Frequency Distributions, Probability Distributions

- a. Arithmetic Mean, Weighted Mean and Geometric Mean
- b. Median
- c. Mode
- d. Dispersion: Importance
- e. Ranges: Range, Interfractile Range and Interquartile Range

- f. Average Deviation Measures: Variance and Standard Deviation
 - g. Relative Dispersion: The Coefficient of Variation
 - h. Binomial Distribution
 - i. Poisson Distribution
 - j. Normal Distribution
- 4. Estimation, Regression and Correlation**
- a. Criteria of a Good Estimator
 - b. Point Estimates
 - c. Interval Estimates and Confidence Intervals
 - d. Confidence Interval for Mean and Proportion Using Large Samples
 - e. Confidence Interval for Mean Using Small Samples
 - f. Simple Regression and Correlation Analysis
 - g. Multiple Regression and Correlation Analysis
- 5. Time Series and Forecasting, Index Numbers**
- a. Trend Analysis
 - b. Cyclical Variation
 - c. Seasonal Variation
 - d. Irregular Variation
 - e. Unweighted Aggregates Index
 - f. Weighted Aggregates Index
 - g. Average of Relatives Method
 - h. Quantity and Value Indices
 - i. Issues in Constructing and Using Index Numbers

IV. Teaching and Learning Strategies

Each concept will be introduced by lectures, power point presentations and discussing a practical situation. Problems will be worked during the sessions. As each problem is more or less a mini case, the students may be asked to discuss the problems in groups and find out solutions during/after the sessions. Problems will be solved using MS-Excel. The learning in classroom is linked to a live project that group of students have to take up. The learning in classroom helps them to take up real time data and analyse them using MS-Excel by applying the tools and techniques learnt.

V. Course Outcome

The students will collect real time data and calculate measures of central tendency, dispersion and interpret the results using MS - Excel. They identify variables of real life situations and do simple regression and correlation analyses using MS - Excel. They use time series analysis and forecasting for real time data using MS – Excel.

VII. Course Materials

a. Mandatory

Levin, R. I., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (2013). *Statistics for Management* (7 ed.). New Delhi: Pearson Education.

Raghavachari, M. (2009). *Mathematics for management*. New Delhi: Tata McGraw Hill.

b. Additional

Beri, G.C. (2013). *Business Statistics* (2 ed.). New Delhi: McGraw Hill.

Kothari, C.R. (2013). *Quantitative Techniques* (3 Revised ed.). New Delhi: Vikas Publishing House.

Vohra, N.D. (2013). *Business Statistics*. New Delhi: McGraw Hill Education (India) Private Limited.



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A Jesuit Business School

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Syllabus:2018-2020

Core Course

Course Code: 18PBA1108

Credits: 4

Title: Accounting for Managers

I. Course Description

Students in this course will develop the essential ability of all managers to use complex accounting information as a platform for decision-making. Students will build a certain sophisticated level of understanding of the language of accounting and its key concepts. In addition, the course develops skills in interpreting income statements, balance sheets, and cash flow reports. This ability to analysis financial statements will enable participants to deal more effectively their businesses or business units. Students will take away highly relevant skills in areas such as break even analysis, budgeting, product and service costing and variance analysis. The skills, ability and knowledge will enable student to more effectively identify profitable opportunities and to contribute significantly to better management within their own organizations.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Learn the key concepts of financial accounting and the preparation of financial statements
2. Critically analyze and evaluate financial statements.
3. Acquire the skill of ascertaining the cost of a product & service from the internal records of an organization.
4. Become competent in breakeven analysis, preparation of functional budgets and variance analysis.

III. Course Content

1. Introduction to Accounting

- a. Accounting Records
- b. Manufacturing Account
- c. Trading Account and Profit & Loss Account
- d. Balance Sheet

2. Financial Statement Analysis

- a. Fund flow statements
- b. Cash Flow Statement
- c. Tally: Preparation and Analysis of Financial Statement
- d. Accounting Standards
- e. Creative Accounting and Good Governance
- f. Summarizing Financial Reporting Practices

3. Cost Accounting

- a. Elements of cost
- b. Classification of costs
- c. Preparation of cost sheet
- d. Introduction to Target Costing and Activity based costing

4. Management Accounting

- a. Marginal Costing Vs Absorption Costing
- b. Cost Volume Profit Analysis (Break Even Analysis)
- c. Use of marginal costing in managerial decision making

5. Budget and Standard Costing

- a. Classification of budgets
- b. Flexible Vs Fixed budget
- c. Preparation of cash, production & sales budgets
- d. Zero base budgeting
- e. Analysis of Variances

IV. Teaching and Learning Strategies

The learning will be by lecture session, power point presentation and discussion, problem solving using MS Excel, preparation and analysis of company financial statement using Tally Accounting Software, case study, group discussion on contemporary issue related to real world financial statements and seminar presentation. The students should learn the content and understand the techniques of an accounting discipline at the levels that are recognized in the corporate world.

V. Course Outcome

The students must submit a report on complete financial analysis of selected listed companies from BSE/NSE.

VI. Course Materials

a. Mandatory

Robert Anthony, David Hawkins, & Kenneth A. Merchant. (2017). *Accounting: Texts and Cases*. New Delhi: McGraw Hill Education.

b. Additional

Felicita, J. Michael Sammanasu, J. & Gomati, V. (2017). *Accounting for Decision Makers*. Chennai & Kerala: Chess Educational Publishers.

Jain, S.P. & Narang, N.K. (2014). *Cost Accounting*. New Delhi: Kalyani Publishers.

Khan, M.Y. & Jain, P.K. (2009). *Management Accounting: Text, Problems and Cases*. New Delhi: Tata McGraw Hill.

CORE COURSES

Semester II



St. Joseph's Institute of Management (JIM)

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Syllabus:2018-2020

Core Course

Course Code: 18PBA2109

Credits: 3

Title: Leadership and Organizational Behaviour

I. Course Description

This course is designed to provide students with a foundational understanding of the history and development of Organizational Behaviour (OB) theories and concepts. This course shapes understanding of individual behavior in an organizational setting based on an accumulation of research in psychology, sociology, economics and organizational behavior. It focuses on four key areas: Motivation; Judgment & Decision-Making; Individual Differences; and Groups & Culture. The applied focus of the course is to facilitate experiential learning of contemporary approaches to conflict resolution, communication, decision making, leadership, motivation, negotiation, power and politics within a team environment.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Analyse individual and group behaviour, and understand the implications of organizational behaviour on the process of management.
2. Illustrate the impact of perception, personality and emotions.
3. Articulate the impact of values, attitudes and the influence of diversity.
4. Describe the major motivational theories that affect the workplace.
5. Discuss the difference between work groups and work teams and the models of team development.
6. Explain interpersonal conflict and conflict resolution.
7. Interpret contemporary leadership theories and identify major leadership and power issues in contemporary organizations.
8. Explain the components of culture and its importance in improving performance.

III. Course Content

1. Introduction to Organisational Behaviour

- a. OB model
- b. Discipline that contribute to the OB field
- c. Absolutes in OB
- d. Challenges and Opportunities for OB

2. Individual Behaviour-1

- a. Diversity in Organizations

- b. Attitudes and Job Satisfaction
- c. Emotions and Moods
- d. Personality and Values
- 3. Individual Behaviour-2**
 - a. Perception and Individual Decision Making
 - b. Motivation Concepts and Application
 - c. Learning
- 4. Group Behaviour-1**
 - a. Foundations of Group Behaviour
 - b. Work Teams
- 5. Group Behaviour -2**
 - a. Leadership
 - b. Power and Politics
- 6. Organization System**
 - a. Organizational Culture
 - b. Organizational System

IV. Teaching and Learning Strategies

Students are expected to read the respective chapters from the prescribed text book before every session. In the class after clarifying basic concepts, cases will be discussed for each major topic. Cases also will be given in advance for personal reading and reflecting in groups. Students learn the basic concepts from the book and get clarified in the class and involve in the case discussion actively. Their contribution in the case discussion will determine their level of learning.

V. Course Outcome

Students submit individual analysis based on OB concepts. They have to work in the same group throughout the course and submit the dynamics of their groups applying the OB concepts.

VI. Course Materials

a. Mandatory

Robbins Stephen P., J. T. (2017). *Organisational Behaviour* (15 ed.). Noida: Pearson

b. Additional

Quick, J. C., Nelson, D. L., & Khandelwal, P. (2014). *Organisational Behaviour* (7 ed.). Delhi: Cengage Learning.



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Syllabus:2018-2020

Core Course

Course Code: 18PBA2110

Credits: 3

Title: Financial Management

I. Course Description

This is an introductory course in financial management, with an emphasis on the major decisions made by the financial executive of an organization. This course will explain financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management.

II. Assurances of Learning (Aol)

At the end of the course, students will be able to:

1. Understand the basic concepts in financial management.
2. Critically analyze and evaluate the cost of capital, acquire the skill to analyze various methods in evaluation of capital budgeting proposal.
3. Ascertain the optimal capital structure and understand the importance of EBIT-EPS analysis and leverage.
4. Know the importance of working capital, its various components and estimation.

III. Course Content

1.Introduction to Financial Management

- a. Decisions in Financial Management
- b. Financial Markets
- c. Financial Instruments
- d. Time Value of Money
- e. Present Value
- f. Future Value
- g. Annuity

2. Cost of Capital

- a. Cost of Capital
- b. Factors influencing the cost of capital
- c. Cost of specific sources
- d. Weighted average cost of capital

3. Capital budgeting decision

- a. Methods of evaluating investments
- b. Pay-back period
- c. Accounting rate of return
- d. Net present value
- e. Internal rate of return
- f. Profitability index

4. Sources of long term capital

- a. Capital structure

- b. Optimal capital structure.
- c. EBIT - EPS approach
- d. Leverage
- e. Dividend theories

5. Sources of short term funds

- a. Working capital
- b. Estimating the working capital requirement of a firm.
- c. Managing cash
- d. Managing receivables

IV. Teaching and Learning Strategies

The course will be taught by power point presentation and discussion, problem solving using MS Excel, case study and group discussion on Investment Decisions. The students learn the concepts by reading book, related articles, through PPT and discussions. The students will work out problems in Excel and Decision making skills can be developed through case discussion and presentation.

V. Course Outcome

The Students will take up a small business unit and study the financial management practices and make suggestions for better financial management especially working capital management.

VI. Course Materials

a. Mandatory

Eugene F.Brigham/Michael C.Ehrhardt.(2008) *Financial Management*(12ed.). New Delhi: Cengage Learning.

b. Additional

Khan M.Y. & Jain P.K. (2014). *Financial Management Text, Problems and Cases*.New Delhi, Tata McGraw Hill Education (India) Private Limited.

Prasanna Chandra N. (2010). *Financial Management Theory and Practice*. New Delhi, Tata McGraw Hill Education (India) Pvt. Ltd.

Pandey I.M. (2010). *Financial Management*. (10 ed.). Noida, Vikas Publishing House Pvt.Ltd.



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Syllabus: 2018-2020

Core Course

Course Code: 18PBA2111

Credits: 3

Title: Marketing Management

I. Course Description

There has been a paradigm shift in the way firms have realigned their businesses for creating, communicating and delivering value to satisfy the target customers. Marketing have emerged as the single most important function in business. The course describes the nature and purpose of marketing. It provides an introduction to all aspects of marketing, including marketing mix, consumer behavior and strategy, product planning and development, promotion, distribution and pricing. The students will have the opportunity to learn marketing management techniques currently being used in the business environment which enables students to make better marketing management decisions.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Learn the basic concepts in marketing.
2. Understand the holistic role of marketing in a firm.
3. Distinguish between the different natures of markets, goods and services.
4. Understand the dynamics of consumer behaviour.
5. Acquire the skills of designing marketing mix and develop marketing strategies.
6. Be exposed to the emerging trends in marketing including internet and other new technologies.

III. Course Content

1. Understanding Marketing Management and Capturing Marketing Insights

- a. The Value and Scope of Marketing
- b. Core Marketing Concepts
- c. Company Orientation toward the Market Place: The Production, Product, Selling, Marketing and Holistic Marketing Concepts.
- d. Value Philosophy of Marketing
- e. Analyzing the Macro and Micro Marketing Environment
- f. The Measures of Market Demand

2. Connecting with Customers and Building Strong Brands

- a. Factors Influencing Consumer Behaviour
- b. Key Psychological Processes
- c. The Buying Decision Process: The 5 Stage Model
- d. Bases for Segmenting Consumer Markets: Geographic, Demographic, Psychographic and Behavioral
- e. Market Targeting
- f. Effective Segmentation Criteria

- g. Positioning and Value Proposition
- h. Concepts of Brand Equity and Customer Equity
- 3. Creating Value: Setting Product Strategies and Developing Pricing Strategies and Programs**
 - a. Product Levels: The Customer-Value Hierarchy
 - b. Product Classifications
 - c. Product Life-Cycle Marketing Strategies
 - d. New Product Development Process
 - e. Challenges in New Product Development
 - f. Objectives of Pricing
 - g. Pricing Strategies
- 4. Communicating and Delivering Value**
 - a. The Role of Marketing Communications
 - b. Advertisements
 - c. Sales Promotions
 - d. Events and Experiences
 - e. Public Relations
 - f. Direct Marketing
 - g. Personal Selling
 - h. The Role of Marketing Channels: Types and Levels of Distribution
- 5. Emerging Trends in Marketing**
 - a. Online Marketing
 - b. Social Media Marketing
 - c. Mobile Marketing
 - d. Word of Mouth Marketing
 - e. Sports Marketing
 - f. Niche Marketing
 - g. Green Marketing
 - h. Content Marketing
 - i. Affiliate marketing
 - j. Crowd Sourcing

IV. Teaching and Learning Strategies

The concepts will be introduced by lectures and power point presentations. Cases will be used for practical application of the concepts. The students will discuss in groups, analyse the cases and make presentations of their analysis. Videos will be shown to enhance effective learning.

Field visits will be organized for practical learning. Field observation reports will be submitted by the students and evaluated by the Course Faculty.

VI. Course Outcome

Student teams will select brands, study consumer behaviour and related marketing strategies and submit a comprehensive report.

VII. Course Materials

a. Mandatory

Kotler, P., & Keller, K. L. (2017). *Marketing Management* (15 ed.). Noida: Pearson Education.

b. Additional

Ramaswamy, V.S. & Namakumari, S. (2013). *Marketing Management: Indian Context – Global Perspective* (5 ed.). New Delhi: McGraw Hill Education (India) Pvt. Ltd.

Kumar, A.N. & Meenakshi, N. (2011). *Marketing Management* (2 ed.). New Delhi: Vikas Publishing House.



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Syllabus:2018-2020

Core Course

Course Code: 18PBA2112

Credits: 3

Title: Human Resource Management

I. Course Description

This course focuses on the essential aspects of HRM that motivates the students on the various skills. It involves understanding all aspects of the management of people at work, including: planning, job analysis, recruitment and selection, training and development, performance management, remuneration and benefits, career development, and dealing with HR accounting & auditing. It examines the implications of emerging organisational challenges for human resource management practices.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Know the basic concepts and functions of human resource management.
2. Understand the importance of Human Resource Planning and methods of Job Analysis.
3. Learn the process of recruitment, selection and placement.
4. Know the various methods of training and development.
5. Learn the various compensation and appraisal methods.

III. Course Content

1. Human Resource Management

- a. Overview of HRM
- b. Functions of HRM
- c. Strategic Human Resource Management
- d. Difference between SHRM and HRM
- e. Harvard model of HRM

2. Human Resource Planning

- a. Importance and factors of HRM
- b. Job Analysis
- c. Job Description
- d. Job Specification
- e. Job Design

3. Recruitment

- a. Sources and Steps Recruitment
- b. Selection
- c. Interviews
- d. Placement and Induction

4. Training and development

- a. Process and Methods of training and development
- b. Talent Management

- c. Career planning and development

5. Performance Appraisal

- a. Compensation
- b. Types of Wages
- c. HR Accounting
- d. HR Audit

IV. Teaching and Learning Strategies

The use power point presentation and G D for concept understanding. Necessary case studies to understand the process of performance appraisal which will be supplemented by a practitioner from industry. Course materials will be given on performance standards. Individual and team assignment preparation of appraisal forms conducting performance appraisal for different type of employments.

V. Course Outcome

Students will select an organisation, study the HRM functions and submit a report.

VI. Course Materials

a. Mandatory

Dessler, G. (2016). Human Resource Management. (14th ed.). Delhi, Pearson.

b. Additional

Durai, P. (2016). Human Resource Management. (2nd ed.). Delhi, Pearson.



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Syllabus: 2018-2020

Core Course

Course Code: 18PBA2113

Credits: 3

Title: Business Information Systems

I. Course Description

Business Information Systems is an applications-oriented course that provides an overview of the role of information systems in business process design. It also introduces current technologies used for obtaining, storing, and communicating information in support of operations and decision-making within a business organization.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the role of information systems in transforming business.
2. Learn the essentials of information systems for running and managing business.
3. Understand the challenges posed by functional systems and its importance in achieving operational excellence.
4. Identify the various decision support systems needed for a business to take better decisions for business.
5. Gain insight into security and ethical issues in information systems.

III. Course Content

1. Information Systems in Business

- a. Understanding Business Information Systems
- b. Types of Information
- c. Data Resource Management
- d. Virtual Company
- e. Knowledge Creating Company
- f. E- Commerce and Payment Processes
- g. Business IT Applications and Issues

2. Functional Business Systems

- a. Enterprise Business Systems
- b. Enterprise Collaboration Systems
- c. Marketing Information Systems
- d. HRIS
- e. Online Accounting Systems
- f. Computer Integrated Manufacturing
- g. CRM, ERP, SCM

3. Decision Support Systems

- a. Executive Information Systems
- b. Expert Systems
- c. Knowledge Management Systems

- d. AI Technologies in Business

4. System Development Process

- a. Planning
- b. SDLC
- c. Hardware and Software Evaluation

5. Security Systems

- a. Tools of security management
- b. Ethical challenges
- c. Information security frame work for organisation

IV. Teaching and Learning Strategies

The course will be taught by lectures using Power Point Presentation and students will be involved in discussion in the class room. They will also be trained in developing information systems for organisation, develop a new ERP, SCM, CRM for organisations and expose to different case study and develop a system project. There will be practical workshops on each topics and the students are required to learn the information system through applications and hands on practical training. Students learn their skills in classroom, practice individually or in groups and present in the form of assignment or article writing and plan for the minor project.

V. Course Outcome

Students have a report on the Business Information Systems followed in Business enterprises

VI. Course Materials

a. Mandatory

O'Brien, J.A., Marakas, G.M., & Behl, R. (2013). *Management Information Systems* (10 ed.). New Delhi: McGraw Hill Education (India) Private Limited.

b. Additional

Laudon, K., & Laudon, J. (2012). *Management Information System. (12 ed.)*. New Delhi: Prentice Hall of India Private Limited.



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Syllabus: 2018-2020

Core Course

Course Code: 18PBA2114

Credits: 3

Title: Business Research and Data Analytics

I. Course Description

This course is designed to provide students with the necessary knowledge and skills to take up a small independent research. In this process, the students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights for solving a relevant problem. They will develop critical core competencies and skills required to carry out such an enquiry. These competencies and skills include: defining research problem; reviewing the literature; setting appropriate research objectives; selecting an appropriate research design, construction of instruments for collecting data; analysis of data; and effective reporting of results; as well as the importance of ethical conduct in conducting research.

The course will familiarize the students with statistical software tools (SPSS) for data analysis. Data sets will be provided to the students to analyse and learn how to interpret output. The application of each technique for analysis of problems and data will be learnt.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the basic concepts of research, the process of research and research designs.
2. Review the literature, formulate a problem statement pertaining to the area of their research, identify variables and formulate hypotheses for their research.
3. Prepare an instrument for collecting data.
4. Analyse the data using SPSS from start to finish on their own.
5. Prepare a quality research report.

III. Course Content

1. Introduction to Business Research, Research Process and Design

- a. Introduction to Business Research
- b. Types of Research
- c. Nature, Scope and Significance of Research
- d. Scientific Method
- e. The Process of Research
- f. Research Applications in Business Decisions
- g. Features of a Good Research Study
- h. Types of Research Designs: Descriptive, Exploratory and Experimental

2. Review of Literature, Problem Formulation and Hypotheses Development

- a. Review of Literature: Sources and Importance
- b. Problem Identification and Formulation
- c. Concept Development
- d. Variables - Types

- e. Hypotheses – Types and Characteristics
- f. Measurement: Types of Scales – Nominal, Ordinal, Interval and Ratio
- g. Concepts of Reliability and Validity

3. Data Collection and Selection of Respondents

- a. Qualitative Vs. Quantitative Studies
- b. Types of Data: Primary Vs. Secondary Data
- c. Methods of Data Collection: Observation, Focus Group Discussion, Interviews
- d. Case Study
- e. Designing of a Questionnaire
- f. Sampling Concepts
- g. Probability Sampling Designs: Simple Random, Systematic, Stratified Random, Cluster
- h. Non-Probability Sampling Designs: Convenience, Judgmental, Snowball, Quota

4. Data Processing and Analysis (Using SPSS)

- a. Data Editing and Coding
- b. Classification and Tabulation of Data
- c. Descriptive Vs. Inferential Analysis
- d. Hypotheses Testing: Steps
- e. Errors in Hypotheses testing
- f. Parametric Tests: 't' – Test, ANOVA
- g. Non-Parametric Tests: Chi-Square Test
- h. Linear Correlation and Regression
- i. Multiple Regression Model

5. Advanced Data Analysis and Report Writing

- a. Factor Analysis
- b. Discriminant Analysis
- c. Cluster Analysis
- d. Writing a Research Proposal
- e. Types and Layout of Research Report
- f. Techniques of Writing a Research Report
- g. Precautions in Preparing the Research Report
- h. Guidelines for Effective Documentation
- i. Reference and Citation (APA Style)
- j. Ethical Considerations in Research

IV. Teaching and Learning Strategies

The concepts will be introduced by lectures and power point presentations. Library and Lab Resources will be used for reviewing the literature. Worksheets will be provided for problem formulation, identification of variables, formulation of hypotheses and questionnaire development. Cases will be used. MS-Excel and SPSS Software will be used for data analysis. Templates will be given for writing research proposals. The learning in classroom is linked with practical exercises so as to enable application of research methods in real life business situations.

VI. Course Outcome

Students will take up a manageable research study, design tools of data collection, analyse the data using SPSS and submit the research report.

VII. Course Materials

a. Mandatory

Kumar, R. (2014). *Research Methodology – A step-by-step guide for beginners*. (4 ed.). New Delhi: SAGE Publications India Pvt. Ltd.

b. Additional



Cooper, Donald R. & Chindler, Pamela (2013). *Business Research Methods*. (12 ed.). New Delhi: Mc-Graw Hill Education.

Chawla, D. & Sondhi, N.(2011). *Research Methodology, Concepts and Cases*. (1ed.). New Delhi: Vikas Publishing House Pvt. Ltd.

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A Jesuit Business School

Syllabus: 2018-2020

Core Course

Course Code: 18PBA2115

Credits: 3

Title: Production Technology and Operations Management

I. Course Description

This course examines the functional area of production and operations management in the manufacturing industry. Topics include types of production systems, quality control, product design, maintenance management, replacement policies, spare parts management, materials requirements planning (MRP), inventory management, logistics management, scheduling, sequencing, project management and environmental considerations in production and operations management.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the basic concepts of production and operations management.
2. Learn and apply techniques to measure quality control.
3. Understand the importance of maintenance management and materials requirement planning.
4. Learn the importance of inventory management and logistics management.
5. Develop the skills of applying operations research models in scheduling and project management.

III. Course Content

1. Introduction to Production Technology and Operations Management

- a. Brief History of Production Technology and Operations Management Function
- b. Types of Production Systems
- c. Decision Areas
- d. Operations/Manufacturing Strategies
- e. Basic Issues of Operations Function
- f. Relationship with other Functional Areas
- g. Location Decision: For New and Existing Organisations
- h. Concepts of Linear Programming and Queueing Theory

2. Imperatives of Quality

- a. Quality as a Corporate Strategy
- b. Statistical Process Control
- c. Control Charts
- d. Acceptance Sampling
- e. OC Curves
- f. Managing Quality

- g. Costs of Quality
- h. Quality Circle
- i. Quality Function Deployment
- j. Kaizen, 5S, 3R, 5W, Deming Models
- k. TQM
- l. Six Sigma

3. Imperatives of Productivity

- a. Product Design
- b. Maintenance Management
- c. Replacement Policies
- d. Spare Parts Management
- e. Work Study
- f. Method Study
- g. Materials Requirement Planning (MRP I)
- h. Manufacturing Resources Planning (MRP II)
- i. Enterprise Resources Planning (ERP)

4. Aspects of Managing the Supply Chain

- a. Purchasing
- b. Vendor Relations
- c. Inventory Management: Basic Function and Relevant Costs
- d. Economic Order Quantity (EOQ)
- e. Models with Purchase Discounts
- f. Inventory Classification: ABC and Other Models
- g. Physical Distribution
- h. Optimal Location of Warehouse
- i. Transportation Problem
- j. Logistics Management

5. Timing Decisions and Future Concerns

- a. Scheduling
- b. Techniques of Scheduling
- c. Sequencing
- d. Assignment Problem
- e. Scheduling in Services
- f. Project Scheduling
- g. PERT
- h. CPM
- i. Just in Time (JIT) Production
- j. Environmental Considerations in Production Technology and Operations Management

IV. Teaching and Learning Strategies

The concepts will be introduced by lectures and power point presentations. Industrial visits will be arranged to have practical exposure. Videos will be used for class discussions. Cases will be discussed. POM Software will be used for solving problems. The students will learn the importance of production and operations as a functional area of management.

V. Course Outcome

The students will visit an organisation, study the operations and quality aspects and submit a report.

VI. Course Materials

a. Mandatory

Chary, S.N. (2014). *Production and Operations Management*. (5 ed.). New Delhi: McGraw Hill Education (India) Private Limited.

b. Additional

Panneerselvam, R. (2012). *Production and Operations Management. (3 ed.)*. New Delhi: PHI Learning Private Limited.

Chase, R.B., Aquilano, N.J. , Jacobs, F.R. & Agarwal, N.K. (2006). *Operations management for Competitive Advantage (11 ed.)*. New Delhi: Tata McGraw-Hill Publishing Company Limited.



ST. JOSEPH'S INSTITUTE OF MANAGEMENT (JIM)

A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus: 2018-2020

Core Course

Course Code: 18PBA2116

Credits: 3

Title: Business Communication II

I. Course Description

This course aims to help students develop the proficiency needed to succeed in today's technologically enhanced workplace by focusing on development of professional oral and written communication skills. Through this course, students will improve business correspondence elements like: agenda, memo, letter, report, participation in and chairing of meetings; and job application strategies.

II. Assurances of Learning (AoL)

At the end of the course, the students will be able to:

1. Understand the flow and network of communication in an organization
2. Communicate effectively using their conversation and negotiation skills
3. Write business letters, memos, notices, agenda, minutes and reports.
4. Understand the dynamics of group discussion and prepare themselves to face interviews
5. Understand and practice Business etiquette.

III. Course Content

1. Business Communication

- a. Communication network in an organization
- b. Communication concerns for managers
- c. Conversations and negotiations

2. Managerial Writing

- a. Business Letters
- b. Email, Memos, notices, agenda and minutes
- c. Business reports

3. Group Discussion and Interview

- a. Group Discussion – types, roles, do's and don'ts
- b. Interview – types, phases, preparation
- c. Resume writing

4. Technology enabled business communication

- a. Blogs
- b. Writing reviews – using Facebook, Twitter, etc.
- c. Online communication etiquette

5. Corporate Communication and Business Etiquette

- a. Introduction and focus areas of corporate communication
- b. Business Etiquette
- c. Constituents of etiquette

IV. Teaching and Learning Strategies

The learning in the classroom is linked with a live project. Each student has to act as a Secretary to a CEO/Manager/Executive of an organization. The learning in classroom helps them to identify the use of spoken and written communication in business contexts and also apply their learning in day to day activities. They also refer the textbook and other materials to have better understanding.

V. Course Outcome

- a. The students are required to train other students, preferably school students or UG students in public speaking and writing. They have to teach a module and the results have to be submitted.
- b. Students will be asked to choose a business unit in the nearby locality such as departmental stores, retail stores, etc. wherein they must observe the day to day activity and find out the situations of drafting a business letter. Based on the situations they should draft business letters and submit. A report of the day to day business activity must also be submitted.

VI. Course Materials

a. Mandatory

Mukerjee, HorySankar. (2016). *Business Communication - Connecting at Work*. (2 ed). New Delhi: Oxford University Press.

b. Additional

Chaturvedi, P.D. & Mukesh. (2016). *Business Communication Skills, Concepts and Applications* (3 ed). New Delhi: Pearson India Education Services Pvt. Ltd.

Peter, Francis. (2003). *Writing Business Matters*. Chennai: ACE – Loyola.



St. Joseph's Institute of Management (JIM)

A Jesuit Business School
St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus: 2018-2020

Core Course

Course Code: 18PBA2117

Credits: 1

Title: Creativity and Innovation for Business

I. Course Description

The course is based on theoretical foundations in creativity and innovation; essential for organizational success. The students are trained in creative thinking techniques individually and in groups through a mix of pedagogical tools; lectures, hands on individual exercises and team projects that facilitate creativity and innovation. Primarily, the course is aimed for generating ideas for starting new ventures.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Know and understand the building blocks of innovation
2. Use processes of creative problem solving
3. Build on groups' team creativity for problem solving
4. Innovate and create new product/service designs and deliver

III. Course Content

1. Creativity and Innovation

- a. Differences between creativity and innovation
- b. Corporate examples and cases of creativity and innovation
- c. Self awareness inventory –through Edward de Bono's Six Thinking Hats or TRIZ method
- d. Project – Creative and Innovative Individual.

2. Group creative thinking techniques

- a. Creative leadership in organizations –cases and examples.
- b. Group creative thinking techniques – linking Edward de Bono six thinking hats with team members.
- c. Group project – creative and innovative company -basics

3. Functional Creativity and innovation

- a. Functional creativity and innovation in organizations –examples
- b. Exploring creativity and innovation in functions based on group idea -from product development to finance
- c. Creative business models – cases and examples

4. Creativity and innovation in the formation of a new company

- a. Role of social and culture in forming creative organizations: market acceptance.
- b. Group project – including functional innovation in the group projects.

IV. Teaching and Learning Strategies

Students, after inputs on theoretical foundations of creativity and innovation, will experiment their ideas, individually and in groups. They work in groups for idea consolidation and cross functional adaptation. Students will learn how to be creative and build on creative ideas in a group.

V. Course Outcome

Students identify a problem, generate ideas that will offer creative and innovative solutions to the problem.

VI. Course Materials

a. Mandatory

Bono. De Edward. (2017). Six Thinking Hats. New York, U.S.: Back Bay Books

b. Additional

Fogler H.S. and LeBlanc. (2014). Strategies for Creative Problem Solving (3 ed). New York. U.S.A. : Penguin Publishers



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Syllabus: 2018-2020

Core Course

Course Code: 18PBA2118

Credits: 3

Title: Entrepreneurship and Business Modeling

I. Course Description

The course explores the basic tenets of entrepreneurship and business modeling; specific to startups. Generated ideas will be re-examined from commercial/social perspectives. The validated ideas will go for a thorough haul of market need assessment vis-à-vis competition. The legal foundations for business are examined for choosing the right type.

The financial basics are revisited from an entrepreneurial view point to understand different cost structures and multiple revenue drivers. Preparation of business canvas will help the student to apply the validated idea, looking into cost and revenue issues.

The course will finally help the students in preparing a full scale business plan and will have the knowledge and skill to apply them in real world scenarios.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Develop, refine and validate business ideas; relevant to market and customers' needs.
2. Identify unique value propositions; base them to work on different cost structures and multiple revenue drivers.
3. Translate key metrics to develop a business model canvas and work on appropriate business modelling in the short and long run.

III. Course Content

1. Entrepreneurship and Start-ups

- a. Entrepreneurship – a brief look at its origins v/s Startups
- b. Idea identification
- c. Idea assessment and validation
- d. Market assessment and competitor analysis

2. Legal Foundation

- a. Fundamentals of legal foundation – LLP/Pvt/Public - Company registration, IPR's , compliances.
- b. Choosing the right legal foundation -the why's and how's

3. Finance Basics

- a. Comprehensive understanding of the financial statements
- b. Marginal costing
- c. Pricing of Products and services
- d. Financial modeling for products and services

4. Business Planning

- a. Building blocks of a business plan – business canvas
- b. Integrate major business domains for effective modeling

- c. Scaling up business models in a volatile environment

5. Fund raising and valuation

- a. Business Valuation
- b. Techniques and methods of fund raising
- c. Scaling up or Exit – when and how

IV. Teaching and Learning Strategies

The entire course will be in workshop mode for 6 days. The first two days will be for idea identification and validation. The students will be divided into teams based on commonality of ideas. Students will learn to do market assessment and also do an in-depth competitor analysis.

The next two-day slot will be earmarked for the students to learn the legal issues in businesses and the how's and why's of choosing a particular form. Based on inputs given, the students will finalise a particular form and financials will be worked adhering with the chosen format. Student teams will present a stretched business plan with all the elements included. Evaluated from various pointers; the business plan is redone by the student teams after corrections. The corrected business plans will be staged and prizes awarded. Working in a team, every student will learn from their peers, new styles in the thinking process, how to build consensus and also to give a combined facelift for their business models.

V. Course Outcome

The students will develop a model of their to-be ventures with adequate information.

VI. Course Materials

a. Mandatory

Ries Eric (2011). The Lean Start-up. New York: New York: Crown Business

b. Additional

Thiel Peter & Masters Blake (2014). Zero to One: notes on Startups, or how to build the future hardcover. New York: Crown Business

CORE COURSES

Semester III



St. Joseph's Institute of Management (JIM)

A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus: 2018-2020

Core Course

Course Code: 18PBA3121

Credits: 3

Title: Leadership and Strategy

I. Course Description

The course exposes the students to the concepts and tools of strategy formulation and execution. The course explores the methods and tools used for scanning internal and external environment; the key drivers for business. The course builds on concepts and theories in Economics, Finance, Marketing, Organizational Behaviour etc. The course takes a general management perspective and examines how functional strategies are integrated for building a sustained competitive advantage vis-a-vis competition. Maximizing shareholders wealth through unique business models is the focal point of the course.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Analyze the structural features of an industry and develop strategies for attaining a favourable position vis-a-vis competition.
2. Review the myths and realities in vision and mission formulation and come out with his/her own framework in the formulation.
3. Use tools for scanning external environment and develop appropriate strategies integrating with firm's' core competencies.
4. Appraise the resources and capabilities of the firm in terms of their ability to create a sustainable strategy.
5. Build a robust business model, with functional, business and corporate level strategies which can navigate and steer the organization to greater heights.

III. Course Content

1. Strategic Management - Process

- a. Strategy –brief history; demystifying strategy
- b. Strategic Management Process
- c. Business Models
- d. Vision
- e. Mission
- f. Strategic Intent, Leadership and Corporate Sustainability

2. External Environment

- a. Understanding key external environments
- b. Tools for scanning
- c. Interpretation and use in strategy formulation

3. Internal Environment

- a. Appraising Organizations
- b. Internal environment dynamics – capability factors
- c. Techniques for assessment
- d. Assessment Interpretation and using them in strategy formulation

4. Building Strategies

- a. Functional level
- b. Business level
- c. Corporate level
- d. Analyze competitive advantage and build sustainable strategy
- e. Innovate existing models; create multi-business models

IV. Teaching and Learning Strategies

The course is case driven; each theme will be dealt with a case. After initial inputs in the form of lectures and discussions based on articles, student teams will discuss and come out with strategic solutions for the case/s.

The students will learn to do a comprehensive analysis of a company with particular emphasis on the development and execution of business and functional level strategies. S/he will understand and gain specific knowledge of frameworks and concepts and the why's and how's of strategy formulation.

V. Course Outcome

Students will have near-to-real time experience working on company/ies data obtained through annual reports, magazines and newspapers for evolving a revamped strategy formulation; from vision to corporate level strategy implementation.

VI. Course Materials

a. Mandatory

Hill, C. W. L., & Jones, G. R. (2011). An Integrated Approach to Strategic management. New Delhi: Cengage Learning.

b. Additional

Michael A.E. Porter (1996, November). What is Strategy? Harvard Business Review. Retrieved from <https://cb.hbsp.harvard.edu/cbmp/content/sample/96608-PDF-ENG>

Michael E. Porter (Reprint R0801E) The five competitive forces that shaped strategy. Harvard Business Review.

Retrieved from <https://cb.hbsp.harvard.edu/cbmp/content/sample/R0804E-PDF-ENG>

Michael E. Porter (2007, August). Understanding Industry Structure. Harvard Business Review. Retrieved from <https://cb.hbsp.harvard.edu/cbmp/content/sample/707493-PDF-ENG>.



St. Joseph's Institute of Management (JIM)

A Jesuit Business School
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Syllabus:2018-2020

Core Course

Course Code: 18PBA3122

Credits: 3

Title : Logistics and Supply Chain Management

I. Course Description

The course will explore the elements of integrated business logistics and the role and application of logistics principles to supply/demand/value chain management. Logistics and the closely related concept of supply chain management (SCM) under business or corporate strategy as far as the latter sets company objectives in sales, market share, share price, returns on shareholder funds, investment and assets. The course also covers key activities related to logistics and supply chain management, including transportation, warehousing, inventory management, customer service, and purchasing.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Draw on key logistics and supply chain management concepts and theories to inform a variety of business situations.
2. Apply logistics and supply chain management strategies to assist other functional areas of a business organization.
3. Apply leadership and organisational skills to leverage resources of a group and develop solutions to operational issues.
4. Interact and communicate effectively in team settings to solve problems in supply chain management.

III. Course Content

1. Introduction

- a. Definition and Scope of Logistics
- b. Functions & Objectives
- c. Customer Value Chain and Service Phases and Attributes
- d. Value Added Logistics Services
- e. Role of Logistics in Competitive Strategy and Customer Service

2. Distribution Channels and Outsourcing Logistics

- a. Distribution channel structure, channel members and channel strategy
- b. Role of logistics and support in distribution channels, logistics requirements of channel members.
- c. Logistics outsourcing – catalysts, benefits, value proposition. Third and fourth party logistics.
- d. Selection of service provider

3. Transportation and Packaging

- a. Transportation System – Evolution, Infrastructure and Networks
- b. Freight Management – Vehicle Routing – Containerization
- c. Modal Characteristics, Inter-modal Operators and Transport Economies
- d. Packaging- Design considerations, Material and Cost
- e. Packaging as Unitisation, Consumer and Industrial Packaging

4. Performance Measurement and Costs

- a. Performance Measurement – Need, System, Levels and Dimensions
- b. Internal and External Performance Measurement
- c. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods
- d. Cost – Identification, Time Frame and Formatting

5. Introduction to Supply Chain Management

- a. Supply Chain – Fundamentals –Evolution- Role in Economy - Importance
- b. Decision Phases - Supplier- Manufacturer-Customer chain
- c. Enablers/ Drivers of Supply Chain Performance
- d. Supply chain strategy - Supply Chain Performance Measures

6. Strategic Sourcing and Supply Chain Network

- a. Outsourcing – Make Vs buy - Identifying core processes
- b. Market Vs Hierarchy - Make Vs buy continuum
- c. Sourcing strategy - Supplier Selection and Contract Negotiation
- d. Creating a world class supply base
- e. Supplier Development - World Wide Sourcing
- f. Distribution Network Design – Role - Factors Influencing Options,

7. Planning Demand, Inventory and Supply

- a. Managing supply chain cycle inventory, uncertainty in the supply chain
- b. Analysing impact of supply chain redesign on the inventory
- c. Risk Pooling - Managing inventory for short life - cycle products
- d. Multiple item -multiple location inventory management
- e. Pricing and Revenue Management

IV. Teaching and Learning Strategies

The learning will be by lecture session, power point presentation and discussion, problem solving, case study, group discussion on contemporary issue related to real world logistics and supply chain management and seminar presentation. The students will gain knowledge and understand the content and techniques of logistics and supply chain management at the levels that are recognized in the corporate world.

V. Course Outcome

Students will collect data related to transportation system adapted by various logistics companies and have a comparative analysis of performance and cost.

VI. Course Materials

a. Mandatory

Bowersox, D.J., Closs, D.J. & Cooper, B.M. (2013). *Supply chain logistics management* (4 ed.). New Delhi: McGraw-Hill.

Ballou, R.H. & Srivastava, K.S. (2007). *Business logistics supply chain management* (5 ed.). New Delhi: Pearson Education.

b. Additional

Chopra, S., Meindl, P., & Kalra, V.D. (2016). *Supply chain management – strategy, planning and operation* (6 ed.). New Delhi: Pearson Education.

Shah, J. (2009). *Supply chain management – text and cases*. New Delhi: Pearson Education.

CORE COURSES

Semester IV



St. Joseph's Institute of Management (JIM)

A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus:2018-2020

Core Course

Course Code: 18PBA4123

Credits: 1

Title: International Business

I. Course Description

The course introduces students to the basic concepts of international business. Topics include international trade theories; the impact of technology on multinational corporations; understanding documentation used in the international business arena; financing multinational operations; and international governance issues. There will be a focus on appropriate theory and the course will aim to provide opportunities for the practical implementation of the main concepts covered.

II. Assurances of Learning (Aol)

At the end of the course, students will be able to:

1. Understand what international business is and how it is done beyond domestic frontiers in the environment of physical, social, political and cultural contexts
2. Comprehend theories, international organisations, institutions, and actors in international business
3. Understand the marketing strategies international businesses use in the process of trading goods, products and services
4. Appreciate the strategies used by MNCs in selecting the countries for investment
5. Understand the EXIM policies and procedures relevant to Indian context

III. Course Content

1. Environmental Frameworks

- a. International Business Environment
- b. National Economic Environment
- c. Political Environment & Legal Environment
- d. Social and Cultural Environment
- e. Technological Environment

2. International Trade Theories

- a. Mercantilism
- b. Theory of Absolute Advantage
- c. Theory of Comparative Advantage
- d. Hecksher – Ohlin Theory
- e. Leontief's Paradox
- f. Product Life Cycle Theory
- g. National Competitive Advantage: Porter's Diamond

3. Regulation of Trading

- a. World Trade Organisation
- b. International Monetary Fund
- c. World Bank

- d. Trading Blocks
- 4. Strategy of International Business**
 - a. Country – Market Selection Strategies
 - b. International Market Entry Strategies
- 5. Indian Exports**
 - a. Indian Export Scenario
 - b. EXIM Policy
 - c. Export Documentation Procedures

IV. Teaching and Learning Strategies

The course will be taught using lectures, case studies, articles and reading materials. The students will be assessed on their participation and performance in case discussions, class room participation, regular class tests and timely submission of their assignments. The students will be involved in peer learning activities like developing and posing questions to their peers, brainstorming solutions to problems, conducting quizzes, debates, teaching peers and quick writes on topics learnt.

V. Course Outcome

Students will do a market feasibility for a product in any country.

VI. Course Materials

a. Mandatory

Hill, C. W., & Jain, A. K. (2014). *International Business*. New Delhi: McGraw Hill Education (India) Private Limited.

b. Additional

S.C.Gupta. (2010). *International Business Management*. New Delhi: Ane Books Pvt. Ltd.



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Syllabus:2018-2020

Core Course

Course Code: 18PBA4124

Credits: 3

Title: Business Ethics

I. Course Description

Business Ethics teaches management professionals how business has to be conducted in a given society with codes and principles and ethics. They will be introduced to the ethical theories and trained in moral development. The course deals with corporate social responsibility and how ethics can be applied to all the functional areas of business.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Identify ethical issues in business and social situations
2. Have clear understanding of basic concepts of ethics
3. Demonstrate and apply the foundations/theoretical frameworks of ethics in business and life situations
4. Assess their level of moral development and grow in moral development
5. Apply ethical reasoning and critical analysis to real-world scenarios
6. Demonstrate understanding of corporate responsibility of business and develop ethical approach in business
7. Demonstrate a good understanding of Corporate Governance
8. Analyse ethical issues in functional areas of management

III. Course Content

- 1. Ethics in business today**
 - a. Unethical issues in contemporary business
 - b. The need for ethical intervention today
 - c. Positions for and against ethics in Business
 - d. Basics of ethics
- 2. Ethical Theories**
 - a. Deontological
 - b. Teleological
 - c. Rights and Duties
 - d. Justice and Fairness
- 3. Ethical Decision Making**
 - a. Moral Reasoning
 - b. Kohlberg's Moral Development
 - c. Ethical dilemma
 - d. Values
- 4. Corporate Social Responsibility**
 - a. Basics and approaches of CSR

- b. Social Accountability Standards/Audit
- c. Corporate Governance

5. Ethics in Functional Areas

- a. Finance
- b. Marketing
- c. HR/ Workplace diversity
- d. Intellectual property rights
- e. IT
- f. Production and Environment

IV. Teaching and Learning Strategies

The course uses cases for all the topics and enables the students to apply the basic ethical theories in the complex business situations. The students are expected to manifest sharp thinking and analytical approach to ethical situations in business. Videos, cases, stories are used in the course.

Students learn the basic concepts in class and learn to apply in business situations. They are expected to read and analyse cases where the ethical approaches and principles have to be applied.

V. Course Outcome

Students will have presented analytical report on cases, stories, films related to ethical issues in business.

VI. Course Materials

a. Mandatory

Velasquez, M. G. (2011). *Business Ethics-Concepts and Cases. (6 ed.)*. New Delhi: Prentice Hall of India (P) Ltd.

b. Additional

Ferrell, O.C. & Paqul, F. J. (2005). *Business Ethics (6 ed.)*. New Delhi: Biztantra Publications.

Albuquerque, D. (2013). *Business Ethics. (5 ed.)*. New Delhi: Oxford University Press.

ELECTIVES

Semester III

Finance



St. Joseph's Institute of Management (JIM)

A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus:2018-2020

Core Elective

Course Code: 18PBA3101

Credits: 4

Title: Management of Financial Services

I. Course Description

This course familiarises the students to understand the financial market, financial institutions and financial products. The course focuses on comprehensive learning in fund based and fee based financial services in the industry for the capital and working capital management. It enables the students to analyse the valuation of business, leasing and the scope of venture capital.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the basic concepts related to financial services.
2. Be trained on business valuation models with recent cases of merger and acquisition.
3. Evaluate the functioning of financial system through leasing services for the industry.
4. Exhibit competence and understanding in various credit appraisal methods.
5. Enhance the understanding of venture capital and securitization.

III. Course Content

1. Overview of Indian Financial System

- a. Non-banking Financial Companies
- b. Unique features of Mutual funds
- c. Micro finance management
- d. Merchant banking - Functions
- e. SEBI guidelines -Recent Developments and Future Challenges

2. Equipment Leasing

- a. Leasing Types
- b. Accounting for leases
- c. Estimation of lease rent
- d. Financial evaluation of Leases - Lessor and lessee perspective

3. Credit Appraisal

- a. Credit Syndication
- b. Credit Rating
- c. Major credit rating agencies in India
- d. Consumer Credit

4. Securitization

- a. Factoring and Forfaiting
- b. Venture Capital

5. Merger & Acquisitions

- a. Target Appraisal

- b. Valuation, Pricing Estimating Swap
- c. Estimating Synergy value
- d. Cross Border M&A
- e. Managing Post M&A Issues

IV. Teaching and Learning Strategies

The course will be taught by power point presentation, discussion on cases demonstration in MS-Excel, group work with presentation and evaluation. The student will learn through group work, presentation, discussion on cases. Students read the text book for further learning and use MS-Excel for solving the problems and financial modelling.

V. Course Outcome

The students will visit a NBFC and study their services and operations and present a report.

VI. Course Materials

a. Mandatory

Khan, M.Y.(2015). *Financial Services. (7 ed.)*. New Delhi : Tata McGraw – Hill.

b. Additional

Verma, J.C.(2001). *A Manual of Merchant Banking*. New Delhi: Bharath Publishing House.

Machiraju. (2015). *Indian Financial System.(4 ed.)*. New Delhi :Vikas Publishing House

GurusamyS.(2009). *Merchant Banking and Financial Services.(3 ed.)*. New Delhi : Tata McGraw – Hill.

URL:

- a) www.sebi.gov.in
- b) www.cibil.com
- c) www.careratings.com



St. Joseph's Institute of Management (JIM)

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Syllabus:2018-2020

Core Elective

Course Code: 18PBA3102

Credits:5

Title: **Security Analysis and Portfolio Management**

I. Course Description

This course is an in-depth study of Security Analysis and Portfolio Management. Students will first develop a strong theoretical knowledge of asset pricing and market efficiency. Students will then be exposed to the analysis of securities, industries, companies and economy of the select country to apply their theoretical knowledge to understand the process of developing, managing and evaluating Portfolio. In addition, students will practically develop an Investment Policy Statement (or a Statement of Advice) for an investor, forecast characteristics of various asset classes in an economy, and be able to create an investment portfolio to satisfy investors' needs.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Learn various investment avenues in financial assets with specific attention to the returns and risk.
2. Understand the functioning of capital market.
3. Demonstrate their competence and understanding in various analysis used in evaluation of investment opportunities.
4. Construct, evaluate and revise a portfolio for a specific investment policy.

III. Course Content

- 1. Basic concepts of investment**
 - a. Investment Vs Speculation
 - b. Investment Alternatives
 - c. New Issue Market, Secondary Market, Listing of Securities
 - d. BSE, NSE, OCTEI
 - e. International Stock Market Indices
- 2. The Organization and Mechanics of Indian Security Markets**
 - a. Functions of an Organized Security Market
 - b. Mechanics of Security Trading
 - c. Role of SEBI with regard to Secondary Markets
- 3. Security Analysis- Basics**
 - a. Fundamental Analysis
 - b. Intrinsic Value and Market Value
 - c. Technical Analysis of Security Pricing
 - d. Market Efficiency and Behavioral Finance
 - e. Information Flow
- 4. Risk and Return Analysis**

- a. Utility Theory
 - b. Portfolio Theory
 - c. CAPM
 - d. APT
 - e. Multi-factor Models
- 5. Portfolio Management**
- a. Portfolio Objectives
 - b. Size of Portfolio
 - c. Selection Basis Construction of Portfolio
 - d. Revision of Portfolio

IV. Teaching and Learning Strategies

The approach in this course is to first establish the theoretical foundations and then build upon them to understand the real-world issues. This will be done through lectures, tests, assignments, virtual stock market trading and analysis of select companies through excel. Most of the tutorial will be applied in nature and will reflect the real world constructs. Learning will take place by playing virtual stock market trading and it will be assessed at the end of the course. In the mean time the students gaining more profit and incur more loss will demonstrate their understanding and discussion will be hosted based on the practical base. Excel will be applied to do company analysis and technical analysis in practice and it will be assessed individually and group wise. Portfolio will be constructed based on excel operation with CAPM MODEL and revision of portfolio will be done through excel.

V. Course Outcome

Students will study the risk profile of retail investors and construct a portfolio for them.

VI. Course Materials

a. Mandatory

Prasanna Chandra. (2010). *Investment analysis & portfolio management*. New Delhi: McGraw-Hill Professional

b. Additional

Fischer, Donald E. & Jordan, Ronald J. (2000). *Security analysis & portfolio management*. New Delhi: Prentice Hall of India Private Ltd.,

Bhalla. V. K (2000). *Investment management*. (7 ed.). New Delhi: S. Chand & Company Ltd.,

Pandian, P. (2013). *Security Analysis and Portfolio Management*. Noida: Vikas Publishing House .



St. Joseph's Institute of Management (JIM)

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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA3105

Credits: 3

Title: Financial Modelling Using Excel

I. Course Description

Microsoft Excel contain built-in analytical capabilities to do financial modelling. Microsoft Excel, users can perform tasks ranging from the routine maintenance of financial statements to multivariate regression analysis. It is literally impossible to enumerate all of the possible applications for spreadsheets. Students should keep in mind that spreadsheets are useful not only for financial analysis, but for any type of quantitative analysis whether your specialty is in marketing, management, engineering, statistics, or economics. With Excel it is a fairly simple matter to build a spreadsheet to prepare cash budget, financial forecasting, marginal costing techniques, time value of money, monitor your investment portfolio, do retirement planning, experiment with various mortgage options when buying a house, keep a mailing list, etc. The possibilities are quite literally endless. The more comfortable you become with the spreadsheet, the more valuable uses you will find. Using a spread sheet can help students to find solutions that you never would have imagined on your own.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Learn the Do's and Don'ts of Modelling.
2. Critically analyse and evaluate financial statements using excel.
3. Prepare cash budget and do break even analysis.
4. Acquire the skill of leverage analysis, understanding the utility of time value of money and rate of return.
5. Determine the cost of capital, investment decision and portfolio diversification.

III. Course Content

1. Financial statement analysis

- a. Do's and Don'ts of Modelling
- b. Construction of the income statement, the balance sheet and the statement of cash flows with data for selected company
- c. Use financial ratios to assess a firm's past performance, identify its current problems, and suggest strategies for dealing with these problems

2. Financial Forecasting

- a. Trend function for forecasting sales or any other trending variables
- b. Regression analysis with Excel's built-in regression tools

3. Budget, Break even and Leverage Analysis

- a. Calculate a firm's expected total cash collections and disbursements for a particular period
- b. Demonstrate how Excel can be used to determine the optimal timing of major cash expenditures
- c. Break-even points

- d. Degree of operating leverage, Degree of Financial leverage, and Degree of Combined leverage

4. Time value of money and Rate of return

- a. Present value and future value of a stream of cash flows using Excel
- b. Types of cash flows encountered in financial analysis
- c. Intrinsic value and required rate of return and calculate the rate using the Capital Asset Pricing Model

5. Financial Management

- a. Firm's Weighted Average Cost of Capital (WACC) using both book- and market-value weights
- b. Firm's WACC changes Vs total capital requirements
- c. Capital budgeting decision techniques payback period, discounted payback, NPV, PI, IRR
- d. Risk-adjusted discount rate
- e. Portfolio risk measures

IV. Teaching and Learning Strategies

The course will be taught by lecture, Power Point Presentation and Discussion, Problem solving using MS Excel in the area of financial statement analysis and financial forecasting with real world cases. Cash budget preparation, break even analysis and leverage analysis for selected companies in a sector. Demonstrate the build in function of time value of money in excel. Cost of capital determination and analysis of it using real world cases. Capital budgeting techniques demonstration in excel. Portfolio construction, evaluation and revision. The students required to know the knowledge and understanding of the content and techniques of excel in finance discipline application. An ability to apply effective, creative and innovative solutions, both independently and cooperatively, to current and future problems.

V. Course Outcome

The learning is linked to prepare a Comparative financial statement and Common size financial statement of selected companies. The students will do Trend analysis of financial statement of selected companies.

VI. Course Materials

a. Mandatory

Timothy R. Mayes. (2016). *Financial Analysis with Microsoft Excel*. Boston: Cengage Learning.

b. Additional

Wayne L. Winston. (2017). *Microsoft Excel 2016 - Data Analysis and Business Modeling*. Washington: Microsoft Press.

Scott Proctor K. (2010). *Building Financial Models with Microsoft Excel: A Guide for Business Professionals*. New Jersey, USA: Wiley.



St. Joseph's Institute of Management (JIM)

A Jesuit Business School
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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA3106

Credits:3

Title: Personal Finance

I. Course Description

This course develops students understanding and skills in areas of personal finances like money management, budgeting, the wise use of credit, insurance, investments, and consumer rights and responsibilities. It helps them to learn the tools and the resources needed to make wise financial decisions and analyse their personal financial decisions, evaluate the costs and benefits of their decisions, recognize their rights and responsibilities as consumers, and apply the knowledge in effective personal financial decisions making process.

II. Assurances of Learning (AoL)

At the end of this course students will be able to:

1. Explain financial literacy and how the financial decisions can increase personal savings plan.
2. Summaries the rights and responsibilities of a consumer.
3. Evaluate services provided by financial institutions to make decisions for personal banking needs.
4. Analyse factors that affect the choice of credit, the cost of credit, and the legal aspects of using credit.
5. Explore the different investment avenues to make investment to maximise wealth.

III. Course Content

1. Introduction to Planning for Personal Finances

- a. Personal Finance Basics and the Time Value of Money
- b. Financial Aspects of Career Planning
- c. Money Management Strategy
- d. Financial Statements and Budgeting
- e. Planning Your Tax Strategy and Accounting Records

2. Managing Personal Finances

- a. Financial Services
- b. Savings Plans and Payment Accounts
- c. Consumer Credit
- d. Choosing a Source of Credit
- e. The Costs of Credit Alternatives

3. Making Purchasing Decisions

- a. Consumer Purchasing Strategies
- b. Legal Protection
- c. The Housing Decision
- d. Factors and Finances

4. Insuring of Resources

- a. Property and Motor Vehicle Insurance

- b. Health, Disability, and Long-Term Care Insurance
- c. Life Insurance

5. Financial Resources

- a. Investing Fundamentals
- b. Investing in Stocks, Bonds, Mutual Funds and Real Estate
- c. Other Investment Alternatives
- d. Starting Early Retirement Planning

IV. Teaching and Learning Strategy

The learning in class room takes place through lectures, power point presentation as well as with real cases to know how the personal finances could be made as future earnings potentials. Students learn on the avenues of investments, choices of individuals and the best performing companies to be invested by virtual business with help of reading NSE and BSE web portals.

V. Course Outcome

Students will prepare an investment plan for three different income bracket (low, middle and high) individuals and submit a report.

VI. Course Materials

a. Mandatory

Kapoor, J., Dlabay, L. & Hughes, J.R. (2014). *Personal Finance* (11 ed.). McGraw-Hill Education.

b. Additional

Garma, E.T., Forgue, R. (2011). *Personal Finance* (11 ed.). South-Western College Pub.

Keown, A.J. (2015). *Personal Finance: Turning Money into Wealth* (7 ed.). Prentice Hall.

www.moneycontrol.com



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA3107

Credits:3

Title: Management of Banking

I. Course Description

Businesses need funds for establishment, growth and development. Banks remain as the main pillar for financing business activities. There is an increased need for qualified individuals who possess requisite skills and significant knowledge in banking in these fast moving, globalized financial markets. The course aims at providing a basic insight about banking operations and to acquaint the learners with various banking related services.

II. Assurances of Learning (Aol)

At the end of the course, students will be able to:

1. Learn the fundamentals of banking and monetary parameters of banking system.
2. Acquire the various product and service knowledge related to banking sector.
3. Competent in Security creation, NPA and BASEL Frameworks.
4. Critically analyze regulatory framework of banking sector.
5. Learn the significance of financial inclusion.

III. Course Content

1. Introduction to Banking and Economy

- a. Fundamental role and evolution
- b. Banking structure in India
- c. Licensing of banks in India and Branch licensing
- d. Foreign Banks, Private Banks
- e. Capital and Voting rights, Dividend and Corporate Governance
- f. Cash Reserve Ratio (CRR), Statutory Liquidity Ratio (SLR), Repo and Reverse Repo
- g. Open Market Operations, Security Valuation and Capital Account Convertibility

2. Product, Services and Customer relationship

- a. Kinds of deposits, Joint accounts, Nomination, Closure of deposit accounts and Deposit insurance
- b. Fund-based services, Non-Fund based services, Money Remittance Services and Banking Channels
- c. Roles of Banks, Bankers' obligation of secrecy

3. Security Creation, NPA and Securitization

- a. Pledge, Hypothecation, Mortgage and Assignment
- b. Non-Performing Assets, NPA categories, NPA Provisioning Norms and SARFAESI Act

4. Bank's Financials and BASEL Framework

- a. Balance Sheet and Profit and Loss account
- b. CAMELS framework

- c. Bank for International Settlements(BIS)
- d. BASEL Accords

5. Regulatory Framework and Financial Inclusion

- a. Anti-Money Laundering and Know Your Customer
- b. Banking Ombudsman Scheme, 2006
- c. Indian Contract Act, 1872 and Sales of Goods Act, 1930
- d. Negotiable Instruments Act, 1881 and The Limitation Act, 1963
- e. Financial Inclusion

IV. Teaching and Learning Strategies

The course will be taught by lecture session, PPT & discussion, case study, group discussion on contemporary issues related to banking sector and seminar presentation. The students should know principles and functioning of banking sector and also understand the relationship between banking and economy. Teamwork and communication skills are honed through assessment and practice throughout the course. Critical thinking and problem solving demonstration through appropriate and relevant assessment. A commitment for professionalism and the ability to take a responsible leadership role in banking sector.

V. Course Outcome

Student will do CAMEL analysis on selected banking companies and submit a report.

VI. Course Materials

a. Mandatory

SundarSankaran. (2011). *NCFM- Banking Sector Module*. Mumbai: National Stock Exchange of India Ltd.

b. Additional

Neelam C. Gulati. (2010). *Principles of Banking Management*. New Delhi: Excel Books Pvt Ltd.

Robert Wright. (2012). *Money and Banking*. Washington: Saylor Foundation.

ELECTIVES

Semester IV

Finance



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Syllabus:2018-2020

Core Elective

Course Code: 18PBA4101

Credits: 5

Title: Derivatives Management

I. Course Description

The course defines the different 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. The course presents and analyzes derivatives, such as forwards, futures, and options. These instruments have become extremely popular investment tools over the past several decades, as they allow one to tailor the amount and kind of risk one takes, be it risk associated with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc. They are used by institutions as well as investors, sometimes to hedge unwanted risks, sometimes to take on additional risk motivated by views regarding future market movements.

II. Assurances of Learning (Aol)

At the end of the course, students will be able to:

1. Understand the concepts of various derivative instruments used in the financial and commodity markets.
2. Gain practical skills regarding the procedures and systems being followed in derivative markets.
3. Apply the knowledge for managing investment risks by using suitable derivative instruments.
4. Demonstrate the pricing techniques for option derivative instrument
5. Understanding the functioning of Delta Hedging and Credit Derivatives

III. Course Content

1. Introduction to derivative instruments

- a. Types of derivatives
- b. Derivative market
- c. Players in the derivative market
- d. Specifications of derivative instruments
- e. Introduction to Trading, Clearing, Settlement

2. Futures Market

- a. Introduction
- b. Basis Risk, Cross Hedging
- c. Futures: Optimal Hedge Ratio; Liquidity and Other Risks
- d. Index Futures
- e. Interest Rate Futures: Quotation, Pricing, Usage

3. Swaps

- a. Quotation
- b. Pricing
- c. Usage

4. Option

- a. Option Basics
- b. Option Strategies
- c. Option Pricing Bounds and Put-Call Parity
- d. Binomial Option Pricing Models, One step and Two steps
- e. Black-Scholes pricing formula for options on stocks, stock indices and currencies

5. Recent trends in derivative market

- a. Delta Hedging
- b. Exotic Options
- c. Credit Derivatives

IV. Teaching and Learning Strategies

The course will be taught by lecture, power point presentation and discussion, problem solving using MS Excel, case let, demo of various website related to derivative market, group discussion on contemporary issue related to real world derivative market and seminar presentation. The students should know principles behind the pricing and utilization of derivatives as an investment tool plus hedging instrument.

V. Course Outcome

A group project report must be submitted on the analysis of Index Future and Stock Future from selected Asian countries.

VI. Course Materials

a. Mandatory

Hull C. John, Sankarshan Basu. (2016). *Options Futures and other Derivatives*, (9 ed.). New Delhi: Pearson Education.

b. Additional

Parasuraman N.R. (2014). *Fundamentals of Financial Derivatives*, (3 ed.). NewDelhi: Wiley.

Gupta S.L. (2008). *Financial Derivatives: Theory, Concepts and Problems*. New Delhi: PHI Learning Pvt. Ltd.



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Syllabus: 2018-2020

Core Elective

Course Code: 18PBA4102

Credits: 4

Title: International Financial Management

I. Course Description

This course focuses on the theoretical and practical knowledge required for the International Financial Management. Students will discover how the international capital markets, foreign exchange markets, and the derivatives market can be used to manage transaction and operating exposure in multinational firms. Students will learn, through case studies and empirical evidence to manage multinational companies' investment and financing activities. The relevance of country risk and international corporate governance in cross-border investments will also be examined.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the basic concepts in International Financial Management.
2. Critically analyze the Forex Market and to understand the factors responsible for the determination of Foreign Exchange Rate.
3. To facilitate the students to take decision while come across foreign exchange exposure.
4. Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.
5. Identify and appraise investment opportunities in the international environment and understand international capital and foreign exchange market.

III. Course Content

1. Introduction to International Financial Management

- a. Domestic Vs. International Finance
- b. International Financial Market Integration
- c. Currency crisis, and global recession and risk spill over

2. Balance of Payments

- a. Capital Markets & Economy
- b. Understanding BOP structure of a country for Investment and Raising Finance
- d. Linkages and Impact on Exchange Rates

3. Foreign Exchange Markets

- a. Forex Markets in India
- b. Forex dealing
- c. Foreign exchange regimes
- d. Factors affecting foreign exchange

4. Fundamental Parity Relationships and Exchange Rate Forecasting

- a. Purchasing Power Parity
- b. Covered and Uncovered Interest Rate Parity
- c. International Fisher's Effect

- d. Methods of forecasting foreign exchange rates and foreign exchange volatility

5. Foreign Exchange Exposure

- a. Risk, Measurement and Management
- b. Transaction, economic and translation exposures
- c. Potential currency exposure, impact on global firms and investor performance
- d. Foreign exchange risk management strategies

6. International Financial Structure & Cash Management

- a. Global Capital Structure
- b. International Cost of Capital
- c. Use of International CAPM
- d. Short-term Vs Long-term Finance
- e. Export Import Financing
- f. Management of cash balances
- g. Multilateral Netting

7. International Capital Budgeting

- a. Key Issues in Unique Cash flows
- b. Adjusted Present Value Approach
- c. Capital Budgeting from the parents firm's perspective

IV. Teaching and Learning Strategies

Chalk and talk will be used to facilitate the free flow of idea to integrate the recent issues in the international business. Power point will be used to fulfil the structured course content of this course. Recent case studies will be discussed to understand the theoretical base in practical field of international Financial Management. Real time problems will worked out to understand the complications of international finance. Objective type test will improve their learning in the basics of International Financial Management and sufficient number of problems will be worked out to improve their decision making skill in taking decisions.

V. Course Outcome

Students must visit the forex division of the public & private sector banks and authorised financial institutions and make an analysis related to the fluctuations in the foreign currencies and submit a report.

VI. Course Materials

a. Mandatory

Cheol S Eun, B. G. (2008). *International Financial Management*. New York: Tata Mc Graw - Hill Publishing.

b. Additional

Shapira C. (2017). *Multinational Financial Management* (10th ed.). New Delhi: PHI.

Apte P. G (2015). *International Financial Management* (5th ed.). New Delhi: Tata Mcgraw Hill.



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA4104

Credits:3

Title : Business Analysis and Valuation

I. Course Description

This course has been designed with an objective to familiarize students with key aspects of business analysis and valuation. It will equip the students to understand, analyse and value an enterprise based on the financial statements of the business.

II. Assurances of Learning (Aol)

At the end of the course, students will be able to:

1. Understand the relationship between income statement, balance sheet and cash flow statement of an organization.
2. Know to analyse the financial statements and highlight the risks associated with the business
3. Do the valuation of a business

III. Course Content

1. **Overview of Financial Statement Analysis and Valuation**
 - a. Purpose of underlying concepts
 - b. Overview of useful tools for analyzing
 - c. Role in an efficient capital market
2. **Business Analysis: Understanding Balance sheets**
 - a. Mixed attribute measurement model
 - b. Asset and liability valuation
 - c. Income Recognition
3. **Business Analysis: Understanding Income Statements**
 - a. Profitability Analysis based on various measures of income
 - b. Economic and strategic determinants of ROA and ROE
 - c. Benefits and limitations of financial ratios
4. **Risk Analysis**
 - a. Short term liquidity risk
 - b. Long term solvency risk
 - c. Credit risk
 - d. Bankruptcy risk
5. **Business Analysis: Understanding Cash flow Statements**
 - a. Income flows versus cash flows
 - b. Relationship between net income, balance sheets and cash flows
 - c. Financing Activities
 - d. Investing Activities
 - e. Operating Activities
6. **Business Valuation**
 - a. Cash – Flow Based Approaches
 - b. Earnings – Based Approaches

- c. Market – Based Approaches

IV. Teaching and Learning Strategies

Financial Statements of listed companies will be used to apply and learn the concepts related to valuation and risk.

V. Course Outcome

Students must analyse the income statement, balance sheet and cash flow statement of selected companies and submit a report on financial performance, valuation and risk.

VI. Course Materials

a. Mandatory

Robinson, T. R., Henry, E., Pirie, W. L., & Broihahn, M. A. (2015). *International Financial Statement Analysis* (3rd ed.). New Jersey: John Wiley & Sons.

b. Additional

Wahlen, J. M., Baginski, S. P., & Bradshaw, M. T. (2015). *Financial Reporting, Financial Statement Analysis and Valuation*. Boston: Cengage.



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA4105

Credits:3

Title: Behavioural Finance

I. Course Description

This course has been designed with an objective to familiarize students with key aspects of Behavioural Finance. This course will equip them to understand the influences of heuristics while taking investment decisions in the stock market.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Challenge the conventional finance theories
2. Understand the rationale behind behavioural finance
3. Appreciate the influence of biases in decision making and improve upon it

III. Course Content

1. Conventional Finance and Market Efficiency

- a. Expected utility theory
- b. Modern portfolio theory
- c. Capital asset pricing model
- d. Agency theory
- e. Efficient markets hypothesis

2. Foundations of Behavioural Finance

- a. Link between psychology and economics
- b. Standard finance versus behavioural finance
- c. Prospect theory
- d. Challenges to Market efficiency

3. Investor Heuristics & Biases - I

- a. Anchoring and Adjustment Bias
- b. Representativeness Bias
- c. Cognitive Bias
- d. Availability Bias
- e. Conservatism Bias

4. Investor Heuristics & Biases – II

- a. Mental Accounting Bias
- b. Ambiguity Bias
- c. Overconfidence Bias
- d. Hindsight Bias
- e. Regret Aversion Bias

5. Behavioural Corporate Finance

- a. Rational Managers with Irrational Investors Approach

- b. Valuation
- c. Capital Budgeting
- d. Capital Structure
- e. Dividend Policy
- f. Mergers and Acquisitions

IV. Teaching and Learning Strategies

Students shall learn the concepts by identifying the heuristics and biases of their peers by administering questionnaires to them.

V. Course Outcome

Students must choose retail investors investing in stock markets and study their behavioural biases in investing and submit a report.

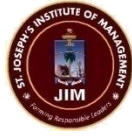
VI. Course Materials

a. Mandatory

Chandra, P. (2016). *Behavioural Finance*. New Delhi: McGraw Hill Education.

b. Additional

Pompian, M. M. (2006). *Behavioural Finance and Wealth Management*. New York: John Wiley & Sons.



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA4106

Credits: 3

Title: Accounting Analytics

I. Course Description

This course familiarizes the students to understand the ratios and accounting based valuation. The course focuses on comprehensive learning in earnings management, on analytic techniques for decision making involving Discretionary Accruals Models, Fraud Analytics, Big Data and Prediction Models. It enables the students to analyze linking Non-Financial Metrics to Financial Performance.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the basic concepts related to accounting ratios.
2. Enhance the understanding in Earnings Management.
3. Be competent on Discretionary Accruals Models, Fraud Analytics, Big Data and Prediction Models.
4. Analyse and evaluate linking Non-Financial Metrics to the performance of companies.

III. Course Content

1. Ratios and Forecasting

- a. DuPont analysis
- b. Profitability Turnover ratios, Liquidity ratios
- c. Forecasting Financial Statements
- d. Common Size Financial Statements
- e. Cash Flow Statement Accounting-Based Valuation

2. Earnings Management

- a. Revenue recognition
- b. Expense recognition
- c. Capitalizing vs. Expensing Reserve accounts -Delaying write-offs

3. Discretionary Accruals Models

- a. Estimating the Dow Jones model
- b. Modified Jones Model of Discretionary Accruals Discretionary Expenditure Models
- c. Refinements and Cases to Discretionary Expenditure Models

4. Big Data and Fraud Prediction Models

- a. Fraudulent Financial Statements
- b. Fraud Prediction Models
- c. Beneish M-Score
- d. Benford's Law -Primary Benford Law test
- e. Financial Statements detecting discrepancies from Benford's Law

- f. Asset quality index (AQI), Sales growth index (SGI), Depreciation index (DEPI)

5. Linking Non-Financial Metrics to Financial Performance

- a. Linking Nonfinancial Performance to Financial Results
- b. Key Component of Managerial Decision-Making
- c. Selecting performance measures for evaluating managerial and business performance
- d. Informal data analyses
- e. Linking Nonfinancial and Financial Results in Business Models

IV. Teaching and Learning Strategies

The course will be taught by power point presentation and discussion, demonstration in MS Excel, problem solving with different models. Case discussion will be in fraud analytics of selected companies' financial statements. The student will learn through team work, presentation, discussion on cases, problem solving with MS- Excel. Critical thinking and demonstration through different analytical models. group work with presentation and evaluation.

V. Course Outcome

Students must analyse a business enterprise using Beneish M-Score and Benford's Law and identify fraudulent financial statements.

VI. Course Materials

a. Mandatory

Siegel, E., & Davenport, T. H. (2016). *Predictive Analytics: The power to predict who will click, buy lie or die*. New York: Wiley.

b. Additional

Nigrini Mark, & Wells Joseph (2012). *Benford's Law: Applications for Forensic Accounting, Auditing, and Fraud Detection*. New York: Wiley.

Spann Delena (2013). *Fraud Analytics: Strategies and Methods for Detection and Prevention*. New York: Wiley.

ELECTIVES

Semester III

Marketing



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Syllabus: 2018-2020

Core Elective

Course Code: 18PBA3201

Credits: 5

Title: Advertising and Sales Promotion Management

I. Course Description

The primary objective of the course is to ensure that the students understand the principles and practice of promotions in industry and services. Students are introduced to marketing communication tools such as advertising, sales promotion, social media etc., and make them develop an Integrated Marketing Communication plan. The course will help them understand and appreciate how IMC fits in the overall marketing mix process and strategy. It will also make the students learn how to design and develop a sales promotion plan.

II. Assurances of Learning (AoL)

At the end of the course, the students will be able to:

1. Decode consumer behaviour analytically.
2. Understand and critically analyze different types of promotion media using media metrics.
3. Develop a media plan for a well-researched and planned media mix.
4. Design a sales promotion plan.

III. Course Content

1. **Marketing communication**
 - a. Marketing concepts
 - b. Promotion –importance - Indian Scenario
 - c. Marketing communication - an integrated approach
2. **Consumer Behaviour and STP process**
 - a. Consumer behaviour –factors
 - b. Models
 - c. Approaches to decode consumer behaviour
 - d. Concept of Big Idea
3. **Creative Techniques**
 - a. Radio
 - b. Television
 - c. Out of Home and Digital
4. **Sales Promotion**
 - a. Trade Promotion – concept, plan and implementation
 - b. Consumer Promotion- concept, plan and implementation
 - c. Ethics in Advertising and Promotion

IV. Teaching and Learning Strategies

The students will be taught how to decode consumer behaviour through a quantitative approach. Based on the outcome, student teams will work on the big idea and creatively develop marketing communication for a product or service. Case on sales promotion will be discussed, after which student teams will work and present them with key metrics relevant to the case.

Working in a team, s/he will be exposed and engineer new creative techniques which they will execute in different communication medium; all based on the big idea. Cases in sales promotion will help the students learn to devise an all-inclusive sales promotion plan.

V. Course Outcome

The student teams will do an advertising project for a product or service of their choice and also devise a comprehensive sales promotion plan. Through this project, the students will have hands on in marketing communication: strategy formulation and execution.

VI. Course Materials

a. Mandatory

D'Souza Alan & Shah Kruti. (2008). Advertising and Promotions. (5 ed). New Delhi, India: Tata McGraw Hill.

b. Additional

Jethwaney Jaishri and Jain Shruti. (2016). Advertising Management (3 ed). New Delhi:, India Oxford University Press.



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Syllabus: 2018-2020

Core Elective

Course Code: 18PBA3202

Credits: 4

Title: Services Marketing

I. Course Description

The course discusses the theoretical foundations and applications of marketing of services. Major topics include nature of services, marketing mix for services, consumer behavior in service settings, service quality and satisfaction, managing customer service, service recovery strategies and service technologies, service encounters, human factor, capacity management and pricing of services.

II. Assurances of Learning (AoL)

At the end of the course, the students will be able to:

1. Understand the unique characteristics of services, extended services marketing mix and their marketing implications.
2. Differentiate consumer behaviour between buying goods and services.
3. Understand the dimensions of service quality and the various gaps that can occur during service delivery.
2. Learn the various steps to develop a new service and to prepare a service blue print.
3. Understand employees' role and customers' role in service delivery.
4. Develop strategies to match demand for and capacity of services.

III. Course Content

1. Foundations for Services Marketing

- a. Service Sector and Indian Economy
- b. Classification and Unique Characteristics of Services
- c. Tangibility Spectrum
- d. Service and Technology
- e. Issues, Challenges and Opportunities of Services Marketing
- f. Services Marketing Mix
- g. Services Marketing Triangle

2. Focus on the Customer

- a. Search, Experience and Credence Qualities
- b. Consumer Decision Making and Service Expectations
- c. The Zone of Tolerance
- d. Customer Perceptions of Service
- e. Customer Satisfaction

- f. GAPS Model of Service Quality and Service Quality Dimensions
- g. Consumer Research in Services
- h. Service Encounters and Service Recovery
- 3. Aligning Service Design and Standards**
 - a. Service Innovation and Design - Challenges
 - b. Service Innovation and Development
 - c. Service Blueprinting
 - d. Customer Defined Service Standards
 - e. Physical Evidence and the Servicescape
- 4. Delivering and Performing Service**
 - a. Service Culture and Role of Service Employees
 - b. Strategies for Delivering Service Quality through People
 - c. Service Profit Chain
 - d. Customers' Roles in Service Delivery
 - e. Self Service Technologies
 - f. Strategies for Enhancing Customer Participation
 - g. Delivering Services through Intermediaries and Electronic Channels
- 5. Managing Service Promises**
 - a. Capacity Constraints
 - b. Demand Patterns
 - c. Strategies for Matching Capacity and Demand
 - d. Yield Management
 - e. Waiting Line Strategies
 - f. Pricing of Services

IV. Teaching and Learning Strategies

Concepts introduced through lectures and power point presentations will be given extra flavour through cases. The students will be able to see in and through, the practical side of services and learn to apply them in real world scenarios. Field visits would enhance their learning.

V. Course Outcome

Students, in groups, will draft a full blown services model for a service of their choice.

VI. Course Materials

a. Mandatory

Zeithaml, V.A., Bitner, M.J., Gremler, D.D., & Pandit, A. (2013). *Services marketing – Integrating customer focus across the firm*. (6 ed.). New Delhi, India: McGraw Hill Education (India) Pvt. Ltd.

b. Additional

Lovelock Christopher, et al. (2011). *Services Marketing – People, Technology, Strategy* (7 ed.). New Delhi, India: Pearson Education.

Bateson E.G. J., & Hoffman K. D. (2011). *Services Marketing* (4 ed.). New Delhi, India: Cengage Learning India Private Limited.



St. Joseph's Institute of Management (JIM)

A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus:2018-2020

Optional Elective

Course Code: 18PBA3205

Credits: 3

Title: Marketing Analytics

I. Course Description

This course is designed with an objective to familiarize students with key aspects of Marketing Analytics and its application in real world scenarios. It will help the students to learn data-driven techniques using spreadsheet and take predictive decisions in the field of marketing.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Know to use predicting tools in spreadsheet to solve marketing problems
2. Have the ability to forecast sales and decide profit maximizing strategies
3. Know strategies to segment a market
4. Determine Lifetime Customer Value

III. Course Content

1. **Marketing Data**
 - a. Slicing and Dicing Marketing Data
 - b. Charts to summarize marketing data
 - c. Statistical functions to summarize marketing data
2. **Pricing**
 - a. Estimating demand curves
 - b. Price bundling
 - c. Price skimming and sales
3. **Forecasting**
 - a. Simple linear regression
 - b. Multiple linear regression
 - c. S Curves - Sales of New Product
4. **Market Segmentation**
 - a. Cluster Analysis
 - b. Classification trees
5. **Retailing and Customer Value**
 - a. Market Basket Analysis and Lift
 - b. Conjoint Analysis

- c. Lifetime Customer Value

IV. Teaching and Learning Strategies

The course will be taught through a combination of spread sheets, lectures, case studies, articles and reading materials. The students will be involved in peer learning activities like developing and posing questions to their peers, brainstorming solutions to problems, conducting quizzes, debates, teaching peers and quick writes on topics learnt.

V. Course Outcome

Students will do live projects in retail organisations and submit a comprehensive report of their learning.

VI. Course Materials

a. Mandatory

Winston, W. L. (2014). *Marketing Analytics*. New Delhi, India: Wiley India Pvt. Ltd.

b. Additional

Grigsby, M. (2015). *Marketing Analytics*. New Delhi, India: Kogan Page Limited.



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Syllabus: 2018-2020

Optional Elective

Course Code: 18PBA3206

Credits: 3

Title: Consumer Behavior

I. Course Description

The course examines consumer behavior from different disciplinary perspectives. Topics include importance of consumer behavior and research; internal influences such as motivation and involvement, personality, self-image, life-style, perception, learning, attitude formation and change, and communication; external influences such as culture, subculture, social class, reference groups and family, and the diffusion of innovations; and consumer decision making.

II. Assurances of Learning (AoL)

At the end of the course, the students will be able to:

1. Understand consumer behavior fully and link them with marketing strategy.
2. Analyze the psychological, social and cultural dimensions that influence the individual's consumption related behavior.
3. Compare the behavior of Indian and Western Consumers.
4. Understand the consumer decision making process and apply them in real world situations.

III. Course Content

1. Introduction to Consumer Behaviour

- a. Consumer Behavior, Customer Value, Satisfaction, Trust and Retention and the Marketing Concept
- b. Consumer Research Process
- c. Criteria for Effective Targeting
- d. Bases for Segmentation and Implementing Segmentation Strategies

2. The Consumer as an Individual – Motivation, Personality and Perception

- a. The Dynamics of Motivation
- b. Personality and Understanding Consumer Behavior
- c. Self and Self Image
- d. Sensory Dynamics of Perception and its Elements
- e. Consumer Imagery

3. The Consumer as an Individual – Learning, Attitude Formation and Communication

- a. Elements of Consumer Learning and Cognitive Learning
 - b. Consumer Involvement and Passive Learning – Outcomes and Measures
 - c. Tri-component Attitude Model
 - d. Attitude Formation, Attitude Change
 - e. Cognitive Dissonance and Attribution Theory
 - f. Impersonal and Interpersonal Communications
 - g. Media and Message Transmission, Feedback
- 4. Consumers in their Social and Cultural Settings**
- a. The Changing Family, Socialization and Related Roles of Family Members
 - b. The Family Life Cycle, Family Decision Making and Consumption-Related Roles
 - c. Social Class – Measurement, Life Style Profiles and Applications
 - d. Culture - Indian Core Values, Cultural Aspects of Emerging Markets
 - e. Comparison of Indian and Western Consumers
- 5. The Consumer's Decision Making Process and Ethical Dimensions**
- a. Diffusion and Adoption of Innovation
 - b. Diffusion Process and Adoption Process
 - c. Levels and Views of Consumer Decision Making
 - d. Segments, Lifestyles and Consumer Decision Making
 - e. Consumer Decision Making Model
 - f. Consumer Behavior and Ethics

IV. Teaching and Learning Strategies

The concepts will be introduced through lectures and power point presentations. Cases will be used for practical application of the concepts. The students will discuss in groups, analyse the cases and make presentations of their analyses. Field visits will be organized for practical learning.

The students learn the various aspects of consumer behaviour and how to apply them in real life situations. Through active involvement in class rooms and field visits, they come together for group discussions and develop a base for understanding consumer behaviour.

V. Course Outcome

Students, through group discussions and mini projects develop a skill for decoding consumer behaviour and their buying behaviour/pattern. Reports are submitted by the students on the projects given to them.

VI. Course Materials

a. Mandatory

Schiffman, L.G., Kanuck, L.L., & Kumar R.S. *Consumer behavior* (10 ed.). New Delhi, India: Pearson Education.

b. Additional

Majumdar, R. (2010). *Consumer behavior: Insights from Indian market*. New Delhi, India: Prentice Hall of India.

Roger, D.B., Miniard, P.W., & Engel, J.F. (2009). *Consumer Behavior* (10 ed.). London, UK: Thomson Learning Inc.



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Syllabus: 2018-2020

Optional Elective

Course Code: 18PBA3207

Credits: 3

Title: Digital Marketing

I. Course Description

This course is designed with an objective to familiarize students with key aspects of digital marketing. It will help the students to learn the concepts and strategies, which will equip them to launch their career in the field of digital marketing.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand and appreciate marketing strategies in an online environment
2. Know the working of Search Engine Optimisation
3. Be familiar with content development and e-mail marketing
4. Understand the digital marketing strategies in social media

III. Course Content

1. **Online Environment**
 - a. Getting started online
 - b. Developing online presence
 - c. B2C online presence
 - d. B2B online presence
2. **Search Engine Optimization (SEO)**
 - a. How search engine works
 - b. Keyword selection
 - c. On-site optimization
 - d. Off-site optimization
 - e. Paid search
3. **Content & Email Marketing**
 - a. Content marketing
 - b. Content types

- c. Data – Email Marketing Process
- d. Design and Content
- e. Delivery and Discovery

4. Social Media Marketing

- a. Social networks and online communities
- b. Blogging
- c. Viral marketing

5. Online Advertising

- a. Online ad formats
- b. Search engine advertising
- c. Network advertising
- d. Affiliate programmes
- e. Landing pages

IV. Teaching and Learning Strategies

The course will be taught using lectures, case studies, articles and reading materials. The students will be assessed on their participation and performance in case discussions, class room participation, regular class tests and timely submission of their assignments.

The students will be involved in peer learning activities like developing and posing questions to their peers, brainstorming solutions to problems, conducting quizzes, debates, teaching peers and quick writes on topics learnt.

V. Course Outcome

Students will develop content and create a blog on any theme. Students should submit a report highlighting their learning in writing and holding a blog including the strategies they have implemented to increase the traffic for their blog/s.

VI. Course Materials

a. Mandatory

Ryan, D. (2017). *Understanding Digital Marketing: Marketing strategies for engaging the digital generation* (4th ed.). New Delhi, India: Kogan Page Limited.

b. Additional

Charlesworth, A. (2014). *Digital Marketing: A practical approach* (2nd ed.). Routledge.

Dodson, I. (2016). *The Art of Digital Marketing*. Johnson Wiley & Sons.



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St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus:2018-2020

Core Course

Course Code: 18PBA3208

Credits: 1

Title : Leading a Social Enterprise

I. Course Description

Social entrepreneurship is a rapidly developing field of business in which entrepreneurs are using business methods to help solve social and environmental challenges that are often ignored by business corporations. On the other hand social issues are addressed by well-intentioned people initiate unsustainable ventures. This course will help to identify a problem you care about, understand the considerations needed for impact and financial sustainability, and learn about scaling up the business.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the concept of social entrepreneurship and be inspired to find new ways to tackle the world's greatest challenges
2. Generate an idea that can be developed into business and that can solve a social problem
3. Identify enterprise's target market size, cost structure, revenue streams, and value chain partnerships
4. Develop a business model that can drive financial sustainability and social impact

III. Course Content

1. Introduction to Social Entrepreneurship

- a. History/context
- b. Identifying the social problems
- c. Identifying Your mission (passion-skills-problem)
- d. Social Innovation

2. Social Entrepreneurship Framework

- a. Idea generation

- b. Legal issues
 - c. Marketing
 - d. Financial Model
- 3. Resourcing Social Entrepreneurship**
 - a. Financing and Capital Structure
 - 4. Defining Social Value Proposition**
 - a. Performance measurement
 - b. Measurement of Social Impact
 - 5. Scaling Social Impact**

IV. Teaching and Learning Strategies

Accomplished social entrepreneur will share their business stories that will inspire the students. They will undergo training in idea generation and in components of Social Enterprise. The faculty will facilitate the process of idea generation and developing business model.

Students will take up a live project of developing a social enterprise. As and when a particular aspect of social entrepreneurship is taken up by the faculty they are expected to work on that part of their project.

V. Course Outcome

Students have to submit a proposal for social enterprise.

VI. Course Materials

a. Mandatory

Grayson, David, McLaren, Melody, Spitzbeck, Heiko. "Social Intrapreneurs-An Extra Force for Sustainability."

<http://www.som.cranfield.ac.uk/som/dinamiccontent/media/social%20intrapreneurs%20occasional%20paper.pdf>

b. Additional

Model Business Plan

http://media.wiley.com/product_ancillary/8X/07879723/DOWNLOAD/Benetech.pdf

ELECTIVES

Semester IV

Marketing



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St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus: 2018-2020

Core Elective

Course Code: 18PBA4201

Credits: 5

Title: Sales and Distribution Management

I. Course Description

The course aims to familiarize the student with selling concepts and a broad framework which helps in developing a sound sales policy; organize and manage sales force; and develop a robust organization. Another key objective of the course is to make the students acquire sufficient understanding on marketing channels and enable them to develop a strong distribution system for companies.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Acquire professional selling skills
2. Build a strong sales organization
3. Develop innovative and realistic selling strategies
2. Create strong distribution models
3. Redesign faulty sales and distribution methods

III. Course Content

1. Sales fundamentals

- a. Marketing P's revisited
- b. Marketing versus Selling
- c. Sales and Distribution connect

2. Sales Forecasting

- a. Techniques
- b. Choosing the right technique
- c. Sales Forecasting - practical application using statistical tools

3. Sales Administration

- a. Basic tenets of a sales organization
- b. Organizational designs - choosing the right one- sales specific
- c. Recruitment, training, motivation and sales costs

4. Distribution Management – Basics

- a. Direct versus indirect models
- b. Distribution structure in vogue- analysis
- c. Linking marketing and financials of channel partners for improving turnover and profitability

IV. Teaching and Learning Strategies

The course is divided into two part parts; the first one is on developing selling skills and the other is on channel management. The students would be trained on professional selling; after which they will have to undergo a practical selling assignment with any company. The second part will be on

Distribution Management. Distribution management and its link with marketing and finance strategy are learnt by the students through a specific case. Using statistical tools for forecasting and learning distribution related finance; the students will be assessed based on their distribution models which they develop in their group.

V. Course Outcome

Practical learning in selling will be the core of the course. Students will do selling for an organisation etc., and will submit a report of their key learning's. Distribution management will be learnt through case discussions and student group presentations.

VI. Course Materials

a. Mandatory

Havaldar, K. (2011). *Sales and Distribution Management* (4 ed). New Delhi: McGraw Hill Education (India) Ltd.

b. Additional

Anderson, P. K. (2017). *HBR's Must Reads on Sales*. *Harvard Business Review*.



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Syllabus: 2018-2020

Core Elective

Course Code: 18PBA4202

Credits: 4

Title: Retail Management

I. Course Description

The course provides the students a comprehensive view of retailing environment in India and exposes the students to current issues and developments in the industry. The students will study the elements that comprises of: retail mix, types of retailers, multichannel retailing, shopper behavior, retail marketing strategies, selecting retail site locations, supply chain management, merchandising, pricing, store management, store layout & design and customer service.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand retailing and retail formats.
2. Analyze the factors influencing shopper behavior and base them for retail communications.
3. Analyze the factors affecting location decisions.
4. Acquire skills in merchandise management and store operations.
5. Acquire skills for stores management in total including drafting of supply chain strategies.

III. Course Content

1. Introduction to Retail Management

- a. Retailing - Indian Retail Industry and Economy
- b. Functions and Activities of Retailers/Evolution of Retailing in India
- c. Trends in Retail Formats
- d. Retail Strategy
- e. Changing Face of Retailing
- f. Challenges for Retailers and Drivers of Retail Success in India

2. Focus on the Customer

- a. Factors Affecting Shopper Behavior
- b. Stages of the Shopper's Decision Making Process
- c. Influence of Situational Variables on Shopping Behavior
- d. Research and Analysis of Consumer Profiles
- e. Retail Market Segmentation, Targeting and Positioning

3. Choosing a Store Location

- a. Retail Location Strategy
- b. Factors Affecting Location Decision
- c. Types of Retail Locations
- d. Trade Area Analysis and Site Selection Analysis
- e. Theories of Retail Location
- f. Location Assessment Procedures

4. Merchandising and Store Operations

- a. Merchandise Mix , Merchandise Planning
 - b. Factors Affecting Merchandise Plan
 - c. Category Management
 - d. Retail Branding
 - e. Private Labels
 - f. Role of Atmospheric in Retail Strategy
 - g. Store Operations and Financial Aspects of Retail
- 5. Retail Pricing, Promotion and Technologies**
- a. Retail Pricing
 - b. Selection of Promotion Mix in Retail
 - c. Supply Chain and Competitive advantage
 - d. Developing Effective Supply Chains in India
 - e. Electronic Data Interchange
 - f. Vendor Managed Inventory
 - g. Continuous Planning, Forecasting and Replenishment
 - h. Emerging Retail Technologies – RFID, GPS, GIS

IV. Teaching and Learning Strategies

The concepts, introduced through lectures and power point presentations, will have direct linkage with the cases. Cases, used to give a practical exposure to the students, will be the mainstay of the course apart from regular retail visits to enhance learning.

On getting a comprehensive view of retail management, the students will learn the art and science of managing stores efficiently; in different variants –by format , by category in volume and value terms. End of the course, they will also write a case and bring in all the elements that are required for successful retailing.

V. Course Outcome

The students do live projects on shopper behaviour and submit a comprehensive report at the end of the course which will also include developing a model for retail communication mix in different retail formats.

VI. Course Materials

a. Mandatory

Bajaj, C., Tuli, R., &Srivastava, V.N. (2011).*Retail management (2ed.)*. New Delhi, India: Oxford University Press.

b. Additional

Berman, B., & Evans, R.J. (2009). *Retail management a strategic approach* (10ed.). New Delhi, India: Prentice Hall of India.

Gupta, S.L. (2009). *Retail management an Indian perspective: Text & Cases* (10ed.). New Delhi, India: Wisdom Publications.

Levy, M., Weitz, B., & Pandit, A. (2012). *Retailing management (8ed.)*. New Delhi, India: McGraw Hill Education (India) Private Limited.



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Syllabus: 2018-2020

Optional Elective

Course Code: 18PBA4204

Credits: 3

Title: Marketing Fair

I. Course Description

This course is designed with an objective to familiarize students with key aspects in event management. It will help the students to learn strategies and techniques to conduct events -corporate and others.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand, know and strategize an event of any scale.
2. Work on the finances needed for the project
3. Understand the customers of the event
4. Learn to conduct an event with a hands on approach.

III. Course Content

- 1. Event and Event Marketing**
 - a. Evolution
 - b. Five P's of Event Marketing
- 2. Event Promotion, Advertising and Public Relations**
 - a. Trends and Challenges
 - b. Five W's of marketing
 - c. Promotion & Advertising
- 3. Electronic event marketing strategies**
 - a. Advantages of Web marketing
 - b. Developing a strategy
- 4. Funding the Event Marketing**
 - a. Developing the budget
 - b. Identifying sponsorship
 - c. Return on sponsorship investment
- 5. Marketing Corporate meetings, products, services and events**
 - a. Defining the difference
 - b. Selling the corporate message
 - c. Internal and external communications
- 6. Marketing Festivals, fairs and other special events**
 - a. Determining appropriate media for event
 - b. Branding the event
 - c. Understanding the consumers of the event

IV. Teaching and Learning Strategies

The course will be taught using articles and reading materials. The students will go for planning events on an adhoc basis. The plan will incorporate all the essentials that are needed to execute within the time frame stipulated including well drawn financials and other functional. Later, the plans will be assessed and validated based on specific parameters evolved during the class room discussions.

V. Course Outcome

Students in groups will plan and execute a marketing fair. The processes learnt in the classrooms will help them conduct the fair. It will also enable them to relook and reconstruct their plans for making the fair more successful.

VI. Course Materials

a. Mandatory

Hoyle, L. H. (2002). *Event Marketing: How to Successfully Promote Events, Festivals, Conventions, and Expositions*. New York, USA: John Wiley & Sons, Inc.

b. Additional

Jackson, N. (2013). *Promoting and Marketing events: Theory and practice*. New York, USA: Routledge.



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Syllabus: 2018-2020

Optional Elective

Course Code: 18PBA4205

Credits: 3

Title: Brand Management

I. Course Description

The course gives an overview of how brands are born, nurtured and extended in different product categories. Students will audit brands from a consumer perspective and link them with brand equity and other significant metrics. The course will make the students aware of branding initiatives. Additionally, the role of marketing communications in building brands is examined vis-à-vis competition.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Know how to audit brands.
2. Apply branding principles to ensure superior brand performance.
3. Acquire skills for building, measuring and evaluating strategies that build brand equity.

III. Course Content

1. Brand Reflections

- a. Self-positioning statement – self branding
- b. Brand reflections
- c. Brand Message – analysis –leveraging brand associations

2. Brand Audit

- a. Secondary Research –company/brands –history
- b. Additional Secondary Research – Brand's DNA. Marketing programmes and other marketing elements
- c. Qualitative research – buyer primary research

3. Brand Management

- a. Integrate secondary and primary research
- b. Strategic and tactical recommendations for brands
- c. Creation of a brand strategy to enhance brand equity

4. Strategic Brand Management

- a. Aligning brand management principles with corporate/business strategy

IV. Teaching and Learning Strategies

The students will be taught how to reflect oneself as a brand. They will choose brands of their choice for reflection and learn how to do a competitive brand message analysis. Student teams will work on a brand, doing an in-depth secondary and primary analysis. Further, they will integrate them for strategy and tactical recommendations for the chosen brand.

Student teams will learn how to evaluate brands and give recommendations for enhancing brand awareness and equity. They will also learn how to align brands with the company's overall corporate and business strategy.

V. Course Outcome

The course is based on live projects. Students will take an existing brand and explore them under different metrics for analysis and branding recommendations.

VI. Course Materials

a. Mandatory

Kevin Lane Keller (2012), *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*. (4 ed). Noida, India: Pearson Education

b. Additional

Select readings from HBR.



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Syllabus: 2018-2020

Optional Elective

Course Code: 18PBA4206

Credits : 3

Title: Marketing at the Bottom of the Pyramid

I. Course Description

This course, designed for marketing at the Bottom of the Pyramid (BOP) segment, will enable students to have new outlook towards marketing. The students will revisit the basic concepts in marketing but consciously apply them to BOP segment.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand and estimate BOP markets.
2. Develop marketing strategies specific to BOP markets.

III. Course Content

1. **The Market at the Bottom of the Pyramid (BOP)**
 - a. The nature of the BOP Market
 - b. Market Development Imperative
 - c. Benefits to the Private Sector
2. **Products and Services for the BOP**
 - a. Philosophy for Developing Products and Services
 - b. Principles of Innovation for BOP
 - c. BOP – A Global Opportunity
3. **BOP and the Indian Rural Market**
 - a. Rural India: A Brief Profile
 - b. Market Segmentation
 - c. Consumer Behaviour
 - d. Challenges and Opportunities
4. **Rural Market**
 - a. Marketing Mix
 - b. Product Life Cycle
 - c. Channel Management
5. **Rural Marketing and the Sectors**
 - a. FMCG
 - b. Financial Services

- c. Agriculture
- d. Artisan products
- e. e – rural Marketing

IV. Teaching and Learning Strategies

The course will be taught using lectures, case studies, articles and reading materials. Understanding the BOP mindset and buyer behaviour through regular field visits, connecting the dots of with their actual needs and product servings and drawing a marketing/market plan will be the strategy for effective learning.

V. Course Outcome

Students will do a brief market stint by taking an existing product into the BPO market. Based on marketing mix vulnerabilities, students reconstruct marketing/market plans and submit reports.

VI. Course Materials

a. Mandatory

Dogra, B., & Ghuman, K. (2008). *Rural Marketing: Concepts and Practices*. New Delhi, India: Tata McGraw-Hill Publishing Company Limited.

b. Additional

Prahalad, C. (2006). *The Fortune at the Bottom of the Pyramid*. New Jersey, USA: Pearson Education Inc

ELECTIVES

Semester III

HR



St. Joseph's Institute of Management (JIM)

A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus:2018-2020

Core Elective

Course Code: 18PBA3301

Credits: 3

Title: Learning and Development

I. Course Description

This course is intended to teach HR students the skills necessary to design, develop and implement a training program. This is a full-term course comprising of 30 sessions (45 hours) and is a 3 credit course.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Be aware of the field of learning and development and its role in optimizing performance, career development and personal growth.
2. Understand the perspective of learning and identify their learning styles.
3. Conduct a needs assessment to determine the training needs of the organization.
4. Design training that meets the organization's strategic goals.
5. Develop learning activities that incorporate adult learning principles and methods of experiential learning and conduct a training program.
6. Design and Conduct Training Evaluation in light of the training objectives.

III. Course Content

1. **Training and the Organization's Strategic Plan**
 - a. Emphasis on training today
 - b. Linking training to the strategic plan
 - c. Instructional design
 - d. Needs assessment and needs analysis
 - e. Determining whether training is the best solution
2. **Adult Learning Principles and Implications for Training**
 - a. Andragogy and adult learning theory
 - b. Characteristics of adult learners
 - c. Learning outcomes, domains
 - d. Learning styles, cycle and process
 - e. Learning theories
 - f. Applying learning theory to training
3. **Training Objectives**
 - a. Setting training goals and objectives
 - b. Bloom's taxonomy and the three learning domains
 - c. Writing SMART objectives
 - d. Establishing the training budget
4. **Developing the Training Program**
 - a. Program design
 - b. Content derivation

- c. Content sequencing
- d. Developing lesson plan
- 5. Training Methods, Experiential Learning and Technology in Training**
 - a. Training methods
 - b. Determining the best method of training
 - c. Using e-learning
 - d. Levels of technology-based training
 - e. Selecting the appropriate training design
- 6. Transfer of Training**
 - a. Transfer-of-training theories
 - b. Training evaluation process (Kirkpatrick)
 - c. Training transfer model
 - d. Support of transfer and transfer strategies
- 7. Implementing Training and Presentation Skills**
 - a. Planning the training
 - b. Room layout
 - c. Selecting a trainer
 - d. Effective presentation skills
- 8. Evaluation and Return on Investment**
 - a. Training evaluation
 - b. Benefit-cost ratio
 - c. Link training to organization success

IV. Teaching and Learning Strategies

The learning in classroom is linked to a live project that a group of students have to take up. The learning in classroom helps them to take up training need analysis, design training program, develop contents and session plan, make a presentation in the classroom and design an evaluation system. Students read the text book for further learning and use the online resources to design tools for the live project.

V. Course Outcome

The Students are required to conduct a Training Need Analysis of a group of employees, design training and develop an evaluation tool for the same group.

VI. Course Materials

a. Mandatory

Noe, R. (2008). *Employee Training and Development*. New York, USA: McGraw-Hill.

b. Additional

1. Planning Tool form www.planware.org/strategicplanner.htm
2. Evaluation Model from Businessballs.com:www.businessballs.com/kirkpatricklearningevaluationmodel.html
3. Presentation skills from www.presentationkills.info/presentationkills.htm
4. Transfer of learning from www.nwlink.com/~donclark/hrd/learning/transfer.html
5. Atherton, J. (2005). *Learning and Teaching: Experiential Learning*. Retrieved September 10, 2008, from www.learningandteaching.info/learning/experience.htm
6. Bloom's Taxonomy from www.nwlink.com/~donclark/hrd/bloom.html
7. Kolb Learning from www.businessballs.com/kolblearningstyles.htm
8. Learning Style test from www.coe.iup.edu/rjl/instruction/cm150/selfinterpretation/kolb.htm



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Syllabus:2018-2020

Core Elective

Course Code: 18PBA3302

Credits: 3

Title: Performance Management

I. Course Description

The objective of this course is to familiarize the students with Performance Management concepts, Process, system, standards, different measurements types and to make the students learn the international PM. Further to develop skills and competencies for understanding the nitty-gritty of PMS. The course would enable the students to effectively measure their own performance against the given standards.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. The students learn PMS as part of the HR function
2. The students understand the linkage between the recruitment and PMS
3. The students will demonstrate competence and understanding in various performance standards and competencies
4. The students will construct, evaluate and revise performance standards and rewards.

III. Course Content

I. Performance Management

- a. Concept, objectives standards
- b. Performance Management as a system
- c. Performance Domains, Dimensions, Role Analysis
- d. Evaluating Performance Management

2. Performance Management (PM) Process and System

- a. PM planning & process
- b. Key performance indicators (KPI)/Metrics
- c. Performance Management system
- d. Measuring results and behaviour
- e. Performance accounting and audit
- f. Ethical and legal issues of PM

3. Developing Performance Management Standards

- a. Performance Management Standards Concept
- b. PMI skills, Management skills and competencies
- c. Skill inventories, identification process
- d. Performance based compensation (PFP) through job evaluation
- e. Competency mapping, Competency model
- f. Appraisal Forms and Formats

4. Performance measurements

- a. Measurement -Concepts, Process
- b. Methods, Traditional methods & Modern Methods, matrix and models

- c. Balanced and HR score cards
- d. Process and Documentation of PA
- e. Appraisal Communication, Appraisal Interview, Feedback and Counselling
- f. Errors in appraisal, and reduction of errors

5. International Performance Management

- a. Concepts, structure, strategy
- b. International assignments and IPM practices
- c. Expatriates: assignments, performance & management
- d. Effect of culture

IV. Teaching and Learning Strategies

The use power point presentation and GD for concept understanding.

The process of Performance appraisal which will be supplemented by a practitioner from Industry. Published articles will be reviewed by the students in the form of presentation. Course materials will be given on performance standards. Students will prepare appraisal forms and test the same by conducting performance appraisal for different type of employments.

V. Course Outcome

Students will develop an appraisal system for a small organisation and conduct appraisal for a small group of employees.

VI. Course Materials

a. Mandatory

Bhattacharyya, D. K. (2011). *Performance Management Systems and Strategies*. New Delhi, India: Pearson Publications.

b. Additional

Agunis, H. (2016). *Performance Management, (3rd ed.)*. Noida, UP, India: Pearson Publications.

Goel, D. (2009). *Performance Appraisal and Compensation Management: A Modern Approach*.

New Delhi, India: PHI Learning Pvt. Ltd.

Singh, B. (2007). *Compensation and Reward Management*. New Delhi, India: Excel Books.



St. Joseph's Institute of Management (JIM)

A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus:2018-2020

Core Elective

Course Code: 18PBA3303

Credits:3

Title : Compensation Management

I. Course Description

This course will be viewed as a system of reward that motivates an employee to perform better. The term compensation is used to mean employees' gross earnings in the form of financial rewards and benefits as part of employment relationship. In terms of human resource management, compensation is referred to as money and other benefits received by an employee for providing services to his employer. Compensation Management, also known as wage and salary administration, remuneration management, or reward management, is concerned with designing and implementing total compensation package or salary structure.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand in details, the concept of Compensation Management at different level of employee.
2. Understand the impact of compensation management on performance level.
3. Know the nature and scope of Compensation Management.
4. Gain knowledge about essential elements of compensation
5. Become aware about the compensation structure and differentials.
6. Acquiesce techniques of job evaluation
7. Understand the importance of fringe benefits awareness of the latest trends in compensation

III. Course Content

1. Compensation management

- a. Introduction to Compensation and Rewards
- b. Objective of Compensation and Rewards
- c. Framework of Compensation Policy
- d. Labour market characteristics

2. Wages

- a. Theory of Wages
- b. Determination Process
- c. Wage Administration rules
- d. Wage and Salaries Administration
- e. Wage Levels and Wage Structures
- f. Wage Differential
- g. The Equal Remuneration Act, 1976
- h. Payment of Wages Act, 1936

3. Job Evaluation

- a. Nature and Objectives of Job Evaluation
- b. Job Evaluation Programs
- c. Methods
- d. Implementation of Evaluated Job
- e. Skills Analysis

4. Wage Incentives

- a. Wage Incentives in India
- b. Plan Types of Wage Incentive Plans
- c. Prevalent Systems
- d. Non- Monetary Incentives
- e. Voluntary Retirement Scheme
- f. Pay Restructuring in Mergers & Acquisition

5. Profit Sharing

- a. Cafeteria Style of Compensation
- b. Payment of Bonus Act, 1965
- c. Executive compensation
- d. Features of Fringe Benefits
- e. Employee Services & Fringe Benefits in India
- f. Tax Planning

IV. Teaching and Learning Strategies

The use power point presentation and G D for concept understanding will be used during the class. Necessary case studies will be provided to understand the process of compensation management which will be supplemented by a practitioner from Industry. Course materials will be given on CM, individual and team assignment are also part of learning.

V. Course Outcome

Students either present a wage survey for a particular type of employees or present compensation structure of different types of employees.

VI. Course Materials

a. Mandatory

Milkovich, G. T., Newman, J.M. and Gerhart, B. (2011). *Compensation (10 ed.)*. New Delhi: Tata McGraw-Hill Education.

b. Additional

Berger, L.A., Berger, D. (2008). *The Compensation Handbook: A State-of- the-Art Guide to Compensation Strategy and Design*. (5th ed.). New Delhi, India: McGraw-Hill.

Dowling, P.J., Festing, M. and Engle, A. (2007). *International Human Resource Management*. (5 ed.), New Delhi, India: Cengage Learning.0



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A Jesuit Business School

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Syllabus:2018-2020

Optional Elective

Course Code: 18PB3306

Credits: 2

Title: Labour Management

I. Course Description

This course provides a strong framework of knowledge to help students gain a clear understanding about the relationship between management and labour organizations. As labour is on the concurrent list of the Indian Constitution, both Central and State Governments enact legislation, formulate various programmes and schemes for the betterment of working class. They also create structures with specific responsibilities and powers for the administration of legislations and schemes. The purpose of this course is to provide an exposure to the students of HRM into the labour law administration.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Discuss various acts and agencies related to the relationship between labour and management
2. Familiarize the students with the administration of labour laws in India at the Central and State levels
3. Enhance their understanding on functioning of labour related departments that enforce various labour laws in India
4. Gain hands-on-learning experience in submission of various forms and returns under various labour laws

III. Course Content

1. Labour Administration

- a. Approaches to Enforcement of Labour Law: Traditional and Modern
- b. Labour Administration at the Central level
- c. Labour Administration at the State level
- d. Office of Labour Commissioner (Central and State)
- e. Enforcement of labour laws: role of inspectorate, functions, and powers
- f. Types of forms and returns under various labour laws enforced by the labour department

2. The Directorate of Factories

- a. Objectives of the Department
- b. Administrative set up (from head office to local)
- c. Powers, functions and Jurisdiction of Inspector
- d. Inspection Procedure
- e. Common violations of the various statutory requirements
- f. Types of forms and returns under the Factories Act
- g. Office of Director General of Employment and Training: Apprentice training
- h. Directorate of Labour Bureau: Labour statistics
- i. Administration of Welfare Funds
- j. Reforms in Labour Administration

3. The Employee State Insurance Corporation

- a. Brief History of the E.S.I Corporation
- b. Objectives of the Corporation
- c. Administrative set-up (Head Office to Local)
- d. Powers, functions and jurisdiction of the E.S.I local office
- e. Administration of various benefits under E.S.I Act
- f. Problems in Administration of the benefits
- g. E.S.I records keeping

4. Employees' Provident Fund Organisation

- a. Objectives of the organisation
- b. Administrative set-up (Head Office to Local)
- c. Powers, functions and jurisdiction
- d. Administration of various benefits under PF Act
- e. Problems in Administration of the benefits
- f. Forms and Returns under PF Act

5. The Office of the District Employment Exchange

- a. Objectives of the employment exchanges
- b. Administrative set up (from head office to local)
- c. Powers, functions and jurisdiction of the district employment exchange
- d. Procedure for registration and renewals
- e. Procedure for attending requisitions from organizations
- f. Vocational guidance and counseling
- g. Employment Market Information
- h. Forms and returns under Employment exchanges (Compulsory Notification of Vacancies) Act

IV. Teaching and Learning Strategies

The use of an interactive guide, individual and small group activities and role-play exercises drive home the content in a highly facilitated learning environment. Students will gain knowledge not just related to the evolution of labour management relations, but also about why maintaining a strong, productive working bond between labour and management benefits both parties. Students performance will be judged by using the following methods; Class participation, periodic assignments and group project.

V. Course Outcome

Students will participate by making presentation on various Acts on labour management. Visiting companies that follow all the regulation with forms filled and how it is managed. They would have learned to examine and evaluate the impacts and ongoing role of labour-management relations, specifically on Human Resources practices in both the private and public sectors.

VI. Course Materials

a. Mandatory

Kapoor, N. D (2013). *Handbook of Industrial Law*. New Delhi, India: Sultan Chand & Sons.

b. Additional

<http://labour.nic.in/>



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA3307

Credits: 2

Title: Talent Management

I. Course Description

Talent Management course gives an overview to the organization's commitment to recruit, hire, retain, and develop the most talented and superior employees available in the job market. It describes how a human resource professional can manage the ability, competency and power of employees within an organization. It gives an insight into how an organization can design a unified strategy to make the best possible use of the talent.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the method of developing talent through knowledge, skills, competencies and strategies
2. Learn the talent acquisition and talent development process through appraisal and reward system to achieve organizational effectiveness
3. Understand the talent integration, knowledge management and retention programs for the long term organizational commitment of employees
4. Analyze the concept of job crafting and the various stages in talent life cycle
5. Learn the basic concepts in global talent management, managing diverse talents and insight into cultural intelligence

III. Course Content

1. Talent Management-Focus on Excellence

- a. Strategy
- b. Knowledge, Values & Beliefs
- c. Modeling Excellence
- d. Skills
- e. Competencies

2. Talent Acquisition and Development

- a. The Recruitment Process
- b. Hiring
- c. Assessment of Recruitment methods
- d. Need analysis
- e. Coaching
- f. Appraisal and Reward System
- g. Feedback

3. Talent Integration and Succession Planning

- a. Cultural Fit
- b. Induction programs
- c. Knowledge Management & Creation
- d. Leadership

- e. Succession Planning
- f. Retention Programs

4. Talent Life Cycle

- a. Job Crafting
- b. Workforce Quality
- c. Assessment and Evaluation
- d. Talent Cycle
- e. ROI
- f. Job EQ Tools

5. Global Talent Management

- a. Understanding diverse Talent
- b. Cultural Intelligence
- c. Coaching Key Talents in MNC

IV. Teaching and Learning Strategies

Lecture through power points will be given to throw clarity on the basic concepts. Case study discussions and group presentations will be conducted and significant contributions to case discussions will be considered. Real life scenarios on Talent Management cases will be conducted. Experiential exercises will be used from various sources online on human resource management throughout the semester. Required reading materials will be provided unit wise. Assessment at the end of each unit (Quiz and Test) will be conducted. Practical Project will be assigned during the course.

VI. Course Outcome

Students will have to draft the strategic recruitment policies and procedures for an organization.

VII. Course Materials

a. Mandatory

Merlevede, P. (2013). *Talent Management: A Focus on Excellence Managing Human Resources in a Knowledge Economy*. London, UK: Bookboon e publishing company

b. Additional

Ariss, A.A. (2014). *Global Talent Management: Challenges, Strategies, and Opportunities*. France: Springer Publications.

Shukla, R. (2009). *Talent management: Process of Developing and Integrating Skilled Workers*. New Delhi, India: Gloibal India Publications.



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A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus:2018-2020

Optional Elective

Course Code: 18PBA3308

Credits: 1

Title: Measuring HR

I. Course Description

This course describes on how HR effectiveness is measured in organizations. It focuses on applying metrics to business is no longer an option, but it is an absolute requirement for creating and maintaining competitive advantage. This course on measuring HR help students to understand the importance of HR metrics to measure and demonstrate the success of HR processes and improve the effectiveness.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Learn the importance of identifying and aligning HR strategy with the organizational strategy
2. Understand the methods of measurement of various HR process and increase the process effectiveness
3. Gain familiarity in framing HR Score Card and drafting KPI's
4. Understand the concept of implementation and evaluation of HR metrics
5. Learn the basic concepts in HR Analytics and its applications

III. Course Content

1. HR and Strategy

- a. HR as Strategic Partner
- b. Measuring HR's Strategic Influence
- c. Human Capital Deliverables
- d. Management by Measurement

2. Process Measurement

- a. Manpower Planning and hiring
- b. Performance Appraisal
- c. Training and Development
- d. HR Communication
- e. Compensation Management
- f. Employee Turn Over

3. HR Score Card

- a. Framework for HR Scorecard
- b. KPI
- c. KRA
- d. HR deliverables
- e. Aligning Strategy
- f. HR Architecture
- g. Implementation

4. HR Evaluation

- a. Goal based evaluation
- b. Outcome based evaluation
- c. ROI
- d. HR Metrics

5. HR Analytics

- a. Predictive Analytics
- b. Human Resource Accounting
- c. Analytics in Functional HR Process
- d. HR Analyst

IV. Teaching and Learning Strategies

Lecture through power points and videos will explain the basic concepts. Case study discussions and group presentations will be conducted and significant contributions to case discussions will be considered. Experiential exercises will be used from various sources online on measuring HR effectiveness throughout the semester. Required reading materials will be provided unit wise. Assessment at the end of each unit (Quiz and Test) will be conducted. Practical Project will be assigned during the course.

V. Course Outcome

Students have to draft KPIs for employees of an organization and create HR Score Card aligning with the organizational strategy and formulate implementation and evaluation methods.

VI. Course Materials

a. Mandatory

Sharpio, J.P., Burkholder, N.C., & Golas, S. (2007). *Ultimate Performance: Measuring Human Resources at Work*. New York, USA: John Wiley & Sons.

b. Additional

Becker, B.E., Huselid, M.A., & Ulrich, D. (2007). *The HR Scorecard: Linking People, Strategy and Performance*. Brighton, USA: Harvard Business Press

Hunter, I. (2006). *HR Business Partners*. Aldershot, UK: Gower Publishing Limited.

Jack E. Edwards, J. C. (2007). *Evaluating Human Resources Programs: A 6-Phase Approach for Optimizing Performance*. CA, USA: Pfeiffer.



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA3309

Credits: 2

Title: Conflict and Negotiation Management

I. Course Description

This course introduces students to the theory and practice of negotiation. The ability to negotiate successfully rests on a combination of analytical and interpersonal skills. The students will learn on the concepts and theories of conflict and negotiation, constituent elements of negotiation process. Skill of personal negotiation will be trained and made to practice.

II. Assurances of Learning (AoL)

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

1. Identify and learn strategies for encouraging constructive conflict
2. Communicate persuasively in their interactions
3. Demonstrate an ability to negotiate beneficial transactions and to resolve disputes
4. Apply techniques of conflict management in common workplace settings
5. Understand the role of mediation as an alternate in dispute resolution

III. Course Content

1. Conflict and Inter Group Behaviour

- a. Concept
- b. Transition in conflict thought
- c. Functional Vs Dysfunctional conflict
- d. Conflict paradox
- e. Conflict process

2. Negotiation

- a. Concept, Elements & Multiparty Negotiations
- b. Negotiation process
- c. Distributive bargaining
- d. Integrative bargaining

3. Leveraging through Power and Persuasion

- a. Power and BATNA
- b. Sources of Power
- c. Power of persuasion
- d. Persuasion tools
- e. Persuasion process

4. Negotiation Strategy

- a. Key Strategy elements
- b. Strategies 1-5
- c. Communication

- d. Emotions
- e. Impasse and Alternative Dispute Resolution

5. Closing the Negotiation

- a. Ethics, Fairness and Trust in negotiation
- b. Influence of culture and gender
- c. Creativity and Value creation
- d. Agreement template
- e. Moving past stalemate
- f. Building relationship

IV. Teaching and Learning Strategies

Individual and group presentations and guided group interactions will be the mode of making the student learn the concepts. Case studies will be discussed in the class. The mock negotiation will be done by the groups on different topics to help the student practice the persuasion skill, role plays and GD. The E-book suggested will be read by the students.

V. Course outcome

Students identify an industrial conflict and evolve negotiation strategy and process.

VI. Course Materials

a. Mandatory

Carrell, M. R. & Heavrerin, C.J.D. (2008). *Negotiating Essentials: Theory, Skills and Practice*. New Delhi, India: Pearson Publications.

b. Additional

Corvette, B.A. B. (2015). *Conflict Managemtn: A Practical Guide to Developing Negotiation Strategies*. New Delhi, India: Pearson Publications.



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA3310

Credits: 2

Title: Strategic Human Resource Management

I. Course Description

The Strategic Human Resources Management (SHRM), course introduces the strategic perspective to be taken in harnessing the human resources of an organization. More particularly, the course focuses on the strategic roles which the Human Resources function in creating value and delivering results to the organizations. It enhances the knowledge of the best practices in HR management which results in greater credibility when seeking job.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the evolving strategic role of SHRM and models of SHRM
2. Learn the process of designing and redesigning the work systems and the process of aligning organizational strategy to functional strategy
3. Gain insight to personnel planning, recruitment and development
4. Understand the concept of pay for performance and financial incentives aligned with the organizational strategy
5. Understand the career planning, role of mentors and strategic approach to work life integration

III. Course Content

1. Evolving/ Strategic Role of Human Resource Management

- a. The Process of Strategic Management
- b. Strategic Versus Traditional HR
- c. Organizational Strategy
- d. Functional Strategy
- e. Strategic Fit
- f. Workforce Demographic Changes and Diversity

2. Design and Redesign of Work Systems

- a. Design and Redesign of Work System
- b. Understanding and Managing Change
- c. HR Outsourcing
- d. Organizational Learning
- e. Intellectual Capital

3. Acquiring and Developing Human Resource

- a. Human Resource Planning
- b. Job Analysis
- c. Competency based Job Analysis
- d. Strategic Recruitment and Selection
- e. Concepts Training & Development
- f. Linkage between Business Strategy and Training
- g. New developments in Training & Development

4. Performance and Compensation /Reward Management

- a. Performance Management System
- b. Competency based Performance Management
- c. Strategic Linkage of Performance Management
- d. Determinants and Approaches
- e. Total Compensation & Rewards Strategy

5. Managing Career

- a. Career –Planning
- b. Design and Implementation of Career Management Systems
- c. Concepts of Mentoring
- d. Mentoring Relationship
- e. Work –Family Culture
- f. Strategic Approach to Work Life Integration

IV. Teaching and Learning Strategies

Videos and power points will be used to teach the basic concepts. Case study discussions and presentations will be conducted where, significant contributions to case discussions will be considered. Experiential exercises will be used from various sources online on SHRM throughout the semester. Additional reading materials will be provided to students unit wise. Assessment at the end of each unit (Quiz and Test) will be conducted to understand the students' learning. Practical project will be carried out during the course.

V. Course Outcome

Students will have to write a report on the strategic roles played by the HR for a selected number of firms.

VI. Course Materials

a. Mandatory

Mello, J. A. (2014). *Strategic Human Resource Management*. New Delhi, India: Cengage Learning.

b. Additional

Agarwala, T. (2007). *Strategic Human Resource Management* (4th ed.). New Delhi, India: Oxford University Press.

Armstrong, M. (2008). *A Handbook of Strategic Human Resource Management*. New Delhi, India: Kogan Page.



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA3311

Credits: 1

Title: Consulting to Management

I. Course Description

The course provides a student scope, skills and tools of a consulting professional. After the course students will be able to start their own consultancy or work on consultancies.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Have overall perspective on Management Consulting.
2. Use techniques and skills of a consultant.
3. Develop skills of handling a client.
4. Develop insights into some areas of consulting.

III. Course Content

1. Introduction to Management Consulting

- a. Stages in Consulting
- b. Gaining Access to a Client

2. Preparing a Consulting Proposal

- a. Contracting Overview and Meeting
- b. Roles consultants play

3. Entering the Client Firm

- a. Diagnosis: Several Approaches
- b. Diagnosis: Defining the Information Need

4. Presenting Diagnosis

- a. Several Data Collection Techniques
- b. Review

5. Analyzing Resistance

- a. Developing Recommendations and Planning Intervention
- b. Presenting Analysis and Managing Group Meeting

IV. Teaching and Learning Strategies

Basic concepts and importance and process of consulting will be given as study material before the start of the course. The Students will be trained in techniques of developing consulting proposal step by step and the skills of managing a client. Besides the basic study materials given prior to the course the students will learn the art of developing a consulting proposal and skills of a consultant. They are expected to apply and work simultaneously on developing a proposal

V. Course Outcome

The students will have a consulting proposal on any area of their interest and sell their proposal to engage a client.

VI. Course Materials

a. Mandatory

Parikh, S. (2015). *Competitive Marketplace*. New York, USA: John Wiley & Sons, Inc.

b. Additional

Sobel, A. & Banas, J. (2012). *Power Questions: Build Relationships, Win New Business, and Influence Others*. New York, USA: John Wiley & Sons, Inc.

ELECTIVES

Semester IV

HR



St. Joseph's Institute of Management (JIM)

A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus:2018-2020

Core Elective

Course Code: 18PBA4301

Credits: 3

Title: Employee Relations

I. Course Description

This course is designed to make the students learn about the type of relationship that would exist in an organization. The course enables the scholars to develop the skill of rapport building. The knowledge on minimum Labour Laws would make them understand one's responsibilities towards each other (Mgt. & Labour)

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand basic concepts of Employee Relations.
2. Understand the importance of Trade Unions and their roles.
3. Engage proper dispute settlement machineries.
4. Conduct a disciplinary procedure in accordance with the standing orders.
5. Negotiate for their rights
6. Comply with the obligations of the various Labour Legislations in any industry.

III. Course Content

1. Introduction to Employee Relations

- a. Context of Industrial Relations
- b. Globalization and the Changes in Employment Practices
- c. The Actors in Employee Relations
- d. International Labour Organization (ILO)
- e. Indian Labour Commission(ILC)

2. Employee Associations and Participation

- a. The Trade Unions Act 1926
- b. Employee Involvement

- c. Participation: Recent approaches and practices
- d. Employee engagement
- e. Psychological contract
- f. Job satisfaction

3. Disputes and Settlements

- a. The Industrial Dispute Act 1947
- b. The Industrial Employment (Standing Orders) Act 1946
- c. Discipline & Handling of Misconduct
- d. Contract Labour Regulation Act 1970

4. Grievances and Collective Agreements

- a. Grievance Management
- b. Collective Bargaining
- c. Domestic Enquiry
- d. Bipartite & Tripartite agreements

5. Special Categories of Labour

- a. Child Labour
- b. Female Labour
- c. Construction Labour
- d. Agricultural Labour
- e. Differently abled Labour
- f. Labours in BPO & KPO

IV. Teaching and Learning Strategies

Students will be given pre study material on labour laws and case laws will be discussed in the class for understanding the practical aspects of law.

The grievance and discipline procedures will be explained to the students. The students have to evolve possible proceedings for the grievance procedure.

Dispute management and bargaining process will be presented to the students. They will be able to evolve a bargaining strategy for a conflicting situation.

Classroom presentation will introduce the students to the problems and possible legal entitlement for the unorganized labourers.

V. Course Outcome

Interviewing HR and TU leaders on ER practices and submitting an assignment of the same

Meet the contract labourers of any contractor to know the practices in the system and present same as an article

VI. Course Materials

a. Mandatory

Kapoor, N.D. (2015). *Handbook of Industrial Law*. New Delhi, India: Sultan Chand & Sons.

Venkatrathnam. C.S. & Dhal, M. (2006). *Industrial relations*. New Delhi, India: Oxford University Press.

b. Additional

<http://www.labour.tn.gov.in/Labour/labourlegislation.jsp>

<http://labour.gov.in/>



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A Jesuit Business School

St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus:2018-2020

Core Elective

Course Code: 18PBA4302

Credits: 3

Title: Organizational Change & Development

I. Course Description

This course emphasis on change that is inevitable in today's context. Organisations recognize change and development. They are faced with tremendous forces of change, arising from economic turbulence, the globalisation of business, fierce competition, and rapid advances in information technology, Knowledge Management, and workforce diversity. It is concerned with ways to increase effectiveness of individuals, teams and the organisation as a whole. A major thrust in organisation development is improving organizational effectiveness by improving organizational processes.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the need for change and the importance of developing skills to facilitate organizational changes.
2. Develop comprehensive understanding of OD concepts, values and theories.
3. Probe the development role of HR practitioner as facilitators and managers of change and to develop key competencies suitable for application in OD interventions
4. Explore the outcome diagnosing organization based on the feedback of diagnostic information
5. Learn to utilize his/her skills in designing the OD interventions, process of techno structural interventions.

III. Course Content

1. Organisational Change

- a. Nature of change- Internal & External changes
- b. Types of change

- c. Planned change
- d. Models of change
- e. Resistance to change

2. Organization development

- a. History of OD
- b. Values, assumption and beliefs of OD
- c. Models and theories of OD
- d. Foundations of OD

3. OD Practice

- a. OD practitioner
- b. OD competencies
- c. OD process

4. The Process of Organization Development

- a. Entering and Contracting
- b. Diagnosing
- c. Collecting, Analyzing, and Feeding Back Diagnostic Information
- d. Designing Interventions

5. OD Interventions

- a. Human Process Interventions
- b. Techno-structural Interventions
- c. Human Resource Interventions
- d. Strategic Change Interventions

IV. Teaching and Learning Strategies

The pedagogy and assessment of the course is teaching method and more case study focused by which group discussion and presentations will take place. Students will be assigned to visit companies to have hands-on experience in the field of study.

V. Course Outcome

Students can choose an organisation and do a OD intervention and submit a report. Or they can take up a case or an organisation present the OD intervention process and practices.

VI. Course Materials

a. Mandatory

Cummings, T.G. & Worli, C G. (2015). *Organization Development and Change*. Stamford, USA: Cengage Learning.

b. Additional

French, W., Bell, C.H. & Veena, Jr. (2012). *Organizational Development Behavioural Science Interventions for Organization Improvement*. New Delhi, India: PHI

Jones, G.R. (2012). *Organizational Theory, Design, and Change*. New Delhi, India: Pearson Education.

Sharma, R.R. (2012). *Change Management Concepts and Applications*. New Delhi, India: Tata McGraw Hill.



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Syllabus:2018-2020

Core Elective

Course Code: 18PBA4303

Credits: 3

Title : Career Management

I. Course Description

Career management help the students develop the necessary skills to manage their own careers or to act as a human resource manager assisting others as they develop their careers. This course offers a useful combination of both individual and organizational actions relevant in career management, different ways of conceptualizing careers along with an understanding of modern trends in the business world and the broader environment that influence career decision making.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the changing landscape of work and careers
2. Learn the career management models, goal setting process and career strategies
3. Gain insight to career management choices and actions from the occupational, organizational and individual's perspective
4. Understand the concepts in the various stages of career development and concepts related to it
5. Analyze the various issues in contemporary career management and diversity in the workplace

III. Course Content

1. Career Concepts

- a. The Changing landscape of Work and Careers
- b. Career Management and Development concepts
- c. Traditional and Contemporary perspective on Careers
- d. Stage based perspectives on Careers
- e. Social Influences of Careers

2. Career Management Models

- a. Career Management Process

- b. Career Management model
- c. Career Exploration
- d. Self-Exploration
- e. Career Goal Setting
- f. Career Strategies
- g. Career Appraisal

3. Career Management Choices and Actions

- a. Occupational Choice
- b. Organizational Choice
- c. Organizational Actions
- d. Individual Actions
- e. Occupational Decision Making

4. Stages of Career Development

- a. Establishment Phase
- b. Mentor Relationships
- c. Achievement Phase
- d. Midlife Transition
- e. Career Plateau
- f. Late Career

5. Contemporary Issues in Career Management

- a. Job Stress
- b. Career Transitions
- c. Succession Planning
- d. Employment Bias and Work Diversity
- e. Families in Career Management
- f. Technology
- g. Role of SHRM

IV. Teaching and Learning Strategies

Videos and PowerPoint methods will be used to teach the basic concepts. Case study discussions and presentations will be conducted and significant contributions to case discussions will be considered. Experiential exercises will be used from various sources online on SHRM throughout the semester. Additional reading materials will be provided to student unit wise. Students have to refer the text book for further learning. Assessment at the end of each unit (Quiz and Test) will be conducted. Practical Project will be assigned during the course to integrate and apply the concepts learnt.

V. Course Outcome

Students will map their career path with possible alternates options and present a report.

VI. Course Materials

a. Mandatory

Greenhaus, J.H., Callanan, G.A., & Godshalk, V.M. (2009). *Career Management* (4th ed.). New York, USA: Sage Publications, Inc.

b. Additional

Harrington, B., Tim, H. (2007). *Career Management and Work- Life Integration*. New York, USA: SAGE Publications.

Yarnell, J. (2008). *Strategic Career Management: Developing Your Talent*. Burlington, USA: Elsevier Publications.



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA4305

Credits: 2

Title: Employee Counselling

I. Course Description

This course aims at developing the professional counselling skills among the students by providing an overview of the counselling processes and techniques. Selecting the key areas and situations where management can and should help employees in performance planning and career advancement. Developing alternative approach to dealing with problem situations in organisations.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Either refer cases for counseling or himself will prefer to get help through counselling.
2. Diagnose the employee problems and help anyone to get right help.
3. Help the needy to find type interventions required for that person.
4. Counsel the workers at times of need to solve problems.
5. Distinguish the different problems faced by the industry labour.

III. Course Content

1. Counselling

- a. Meaning- Essential Elements -Characteristics
- b. Principles Difference between Counselling and Psychotherapy
- c. Counselling as a helping relationship
- d. Counselling as a solution to HR problems

2. Counselling Skill

- a. Introduction to the important Schools of Counselling
- b. Person-Centred Approach to Counselling

- c. Counselling process
- d. An Integrated Model
- e. Essentials of Skills
- f. Nonverbal Clues
- g. Interview in counselling

3. Counselling Interventions in Organisations

- a. Empathy
- b. Listening and Responding
- c. Effective Feedback
- d. Performance Counselling
- e. Counselling in Problem Situations
- f. Interpersonal Conflicts
- g. Midlife Blues

4. Counselling techniques

- a. Individual and group counselling
- b. Techniques of Counselling
- c. Levels of Counselling
- d. The Role of Counselling at Work

5. Industrial psychopathology

- a. Employee Problems
 - i. Absenteeism
 - ii. Turnover
 - iii. Burnout
 - iv. Depressions
 - v. Substance abuse
- b. Work and family stress
- c. Sexual harassment
- d. Unethical behaviour at work place

IV. Teaching and learning Strategies

Students will be given study material. The students will have class presentation, GD, role play and group presentations will be done on the predetermined cases and intervention strategies will have to be suggested students will write a case sheets of the cases given. Practical exercise- each student will be given a case to counsel and the assessment will be made by students.

V. Course Outcome

Prepare a case study of any employee/student who have shown consistent deviant behavior such as absenteeism, alcoholism, depression etc....

VI. Course Materials

a. Mandatory

Carroll, M. and Walton, M. (2003). *Handbook of counselling in organization*. London, UK: Sage Publications. Reference Book

b. Additional

McLeod, J. (2001). *Counselling in the workplace: The Facts. a systematic study of the research evidence*. Rugby, UK: British Association for Counselling and Psychotherapy.



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA4306

Credits: 1

Title: Cross Cultural Management

I. Course Description

Managing effectively across national and cultural boundaries is critical to the success of today's organizations, given the global environment of business and increasing diversity of workforces. This course is intended not only to provide some understanding of culture and management in an international environment, but also to help develop the attitudes and behaviours desirable in a specific cross-cultural context. It offers a selective but broad view of classic and contemporary thinking on cultural management and encourages the student to apply the same.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the link between culture and management.
2. Determine the effect of culture on the management of business.
3. Explore ways in which cross-cultural effectiveness can be developed.
4. Work with the multi-cultural teams.
5. Respect the other culture and develop a sense of cultural tolerance.

III. Course Content

1. Introduction to culture

- a. Importance of culture
- b. Cultural differences
- c. The historical origins of beliefs and values
- d. Communicating across cultures
- e. Cultural Identity

- f. The Culture of Industrial Civilization
- 2. Cultural diversity and multicultural teams**
 - a. Kohlberg's theory of moral reasoning
 - b. Measuring cultural development
 - c. Culture and ethics- Kohlberg
 - d. Malcolm X- Relativism vs Development
 - e. Respect cultural differences
 - f. Stages of development
- 3. Conflict and negotiation**
 - a. Gender differences
 - b. International Sub Culture- Gender
 - c. Multi ethnicity- religion- geography
 - d. (Gannon, 2008)Hofstede's dimensions- Cultural mapping
 - e. National cultures vs. organizational cultures
- 4. Economic development and professional cultures**
 - a. Organizational cultures
 - b. Knowledge cultures
 - c. Change in corporate culture
 - d. Mergers and Acquisitions
- 5. Managing cross-culture**
 - a. Cross cultural effectiveness
 - b. Managing global managers
 - c. Conflict and Synergy
 - d. Measuring cultural differences System

IV. Teaching and learning Strategies

Classroom presentations and interaction will help the students understand the importance of cross cultural management. Case study will be presented and will be analysed on cultural diversity and multi-cultural teams. The students will map the culture on the different models and present the same in the class. Analysis of cultural diversity would help them appreciate and respect the cultural differences

V. Course Outcome

Present a diversity report of employees in any organisation.

VI. Course Materials

a. Mandatory

Thomas, D. (2008). Cross - Cultural Management: Essential Concepts (2nd ed.). London, UK: SAGE Publications.

b. Additional

Browaeyes, M. &.Price, R. (2010). Understanding Cross- Cultural Management. New Delhi, India: Pearson Publications.

Gannon, M. (2008). Paradoxes of Culture and Globalisation. London, UK: SAGE Publications.



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Syllabus:2018-2020

Core Elective

Course Code: 18PBA4307

Credits: 2

Title: Employee Empowerment and Engagement

I. Course Description

Empowerment plays a significant role in unleashing and realizing human potential. Undoubtedly some writers have noted 1990s as “empowerment era”. Right from the initial socialization of a new comer, to growth and even survival of employees in the face of organizational downsizing in every sphere of employees’ organizational life, empowerment plays a critical role. This course also focuses on engagement that is consistently shown as something given by the employee which can benefit the organisation through commitment and dedication, advocacy, discretionary effort, using talents to the fullest and being supportive of the organisation’s goals and values. Engaged employees feel a sense of attachment towards their organisation, investing themselves not only in their role, but in the organisation as a whole.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand concept of empowerment, and barriers towards empowerment.
2. Enhance their skill to initiate employee empowerment.
3. Re-look at the organizations where empowerment has been initiated.
4. Explore how engagement is defined in the practitioner, consultancy and academic literature and overlaps with other concepts.
5. Reconnoiter what are thought to be the outcomes of engagement for organisations and their employees and how they can be measured.

III. Course Content

1. Empowerment

- a. An over view of empowerment

- b. Characteristics of empowered organization
- c. Shape for empowerment
- d. Conditions necessary for empowerment

2. Guidelines for empowerment

- a. Guidelines
- b. Factors affecting empowerment
- c. Empowerment cycle
- d. Elements of an empowered management style
- e. Barriers to empowerment
- f. Benefits of empowerment

3. Why Worry About Engagement?

- a. Background to engagement
- b. Commitment 'From People to Profits'
- c. Manager support
- d. Loyalty
- e. Measuring employee engagement

4. Variations in Employee Engagement

- a. Enabling Engagement in Practice
- b. Drivers of engagement
- c. Barriers to engagement
- d. Developing a culture supportive of engagement

5. Understanding the Drivers of Engagement

- a. Engagement correlations
- b. Engagement model

IV. Teaching and Learning Strategies

The use power point presentation and G D to understand basic concept. Necessary case studies to understand the process of EEE which will be supplemented by a practitioner from Industry. Course materials will be given on performance standards, individual and team assignment.

V. Course Outcome

Students will develop employee engagement strategies and practices for any type of employees in any company.

VI. Course Materials

a. Mandatory

Markwick, G. R.S. (2009). *Employee Engagement*. Brighton BN1 9RF,UK : Institute For Employment Studies.

b. Additional

Robinson, D. (2004). *The Drivers of Employee Engagement* . Falmer, U K : Institute For Employment Studies.



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA4308

Credits: 1

Title: Team Management

I. Course Description

This course provides insight for successful team development process that facilitates the development of a new team or the revitalization of an existing team. Students will develop the skills for team communication strategies, tools, and techniques to assure positive outcomes. It offers clear understanding of conflict management, problem solving and goal attainment.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Learn the nature of the team and requirements for building a team
2. Understand the role an individual plays in a team and barriers to effective team communication
3. Analyse the conflict situations in work team and will gain insight into conflict management strategies
4. Develop the strategies in team development for effective utilization of the resources
5. Explore the latest trends in the virtual team management and challenges faced in the organizations

III. Course Content

1. Building Team

- a. Team Requirement
- b. Team Work and Synergy
- c. Team Building Phases and Models
- d. Team Roles and Resources

- e. Goal Setting Strategies

2. Effective Teams

- a. Individual in team
- b. Systematic approach to team work
- c. Motivation
- d. Team Culture
- e. Leader and Follower
- f. Communication Models

3. Conflict management

- a. Conflict Situations in work team
- b. Behavioral style in managing conflict
- c. Emotions in Conflict
- d. Conflict Resolution

4. Team Development

- a. Stages
- b. Team Stress Management
- c. Consensus
- d. Trust Development
- e. Empowerment
- f. Expanding Team Skill

5. Trends in Team Management

- a. Virtual Team Management
- b. Virtual Leadership Challenges
- c. Cross Functional Teams
- d. Multicultural Teams
- e. Team Meetings

IV. Teaching and Learning Strategies

Practical exercises and power point will be used to teach the basic concepts. Case study discussions and presentations will be conducted where, significant contributions to case discussions will be considered. Experiential exercises will be used from various sources online on team management throughout the semester. Additional reading materials will be provided to student unit wise. Assessment at the end of each unit (Quiz and Test) will be conducted to understand the students' learning. Practical Project will be assigned during the course.

V. Course Outcome

Students will select a case with a team building/conflict issue and present the analysis and ways to improve team performance.

VI. Course Materials

a. Mandatory

Bhargava, N. S & Bhargava, G. (2012). *Team Building and Leadership*. Bangalore, India: Himalaya Publishing House

b. Additional

Mears, P & Voehl, F (1994). *Team Building: A Structured Learning Approach*. Delray Beach, Fla.: St. Lucie Press.

Robbin, S P & Judge, T. A. (2017). *Organizational Behaviour*. New Delhi, India: Pearson.



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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA4309

Credits: 2

Title: Leadership, Influence & Power

I. Course Description

This course focuses and increases the student's awareness of their current leadership styles and abilities. The more leadership styles they have, the more situations they can handle. They will also appreciate the impact their leadership style has on those who work with them. This is also designed to help all managers and leaders develop the essential skills to influence and motivate their staff to achieve exceptional performance.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Gain knowledge and understanding of leadership foundational theories and models
2. Cultivate a sense of self-awareness through identifying a leadership vision, mission, style and values
3. Demonstrate communication skills and the ability to interrelate with others
4. Enhance awareness and commitment towards effective citizenship and social responsibility
5. Exhibit knowledge and awareness of diversity around identities, cultures, and society

III. Course Content

1. The Evolution of Leadership

- a. Defining Leadership
- b. Characteristics of a Leader

- c. Leadership Principles
- d. A Brief History of Leadership
- e. Historical Leaders
- f. Modern Leaders
- g. The Great Man Theory
- h. The Trait Theory
- i. Transformational Leadership

2. Situational Leadership

- a. Situational Leadership: Telling
- b. Situational Leadership: Selling
- c. Situational Leadership: Participating
- d. Situational Leadership: Delegating

3. A Personal Inventory

- a. An Introduction to Kouzes and Posner
- b. Model the Way
- c. Inspire a Shared Vision
- d. Challenge the Process
- e. Enable Others to Act
- f. Encourage the Heart
- g. A Personal Inventory
- h. Creating an Action Plan
- i. Set Leadership Goals
- j. Address the Goals
- k. Seek Inspiration
- l. Choose a Role Model
- m. Seek Experience
- n. Create a Personal Mission Statement

4. Modelling the Way & Shared Vision

- a. Determining Your Way
- b. Being an Inspirational Role Model
- c. Influencing others Perspectives
- d. Choosing your Vision
- e. Communicating your Vision
- f. Identifying the Benefit for Other

5. Challenging the Process and Other to Act

- a. Developing your Inner Innovator
- b. Seeing room for Improvement
- c. Lobbying for Change
- d. Encouraging Growth in Others
- e. Creating Mutual Respect
- f. The Importance of Trust
- g. Global Leadership

IV. Teaching and Learning Strategies

Helping students learn as a leader, they build on the natural curiosity that young people have. Since learning takes place through experience, the main focus is to provide opportunities for hands-on learning. Each age group has unique characteristics and different developmental needs. Development level will have an impact on how each member learns. It is important for leaders to keep these differences in mind when working with various age groups. They will be exposed to various leadership styles.



V. Course Outcome

Students will select a leader and analyse his/her personality, behaviour and approaches and submit a report.

VII. Course Materials

a. Mandatory

Colin, G. (2014). *Influential Leadership: A Leader's Guide to Getting Things Done*. New Delhi, India: Kogan Page.

b. Additional

Bacon, T. R. (2011). *The Elements of Power: Lessons on Leadership and Influence*. New Delhi, India: AMACOM.

Northouse, P. G. (2014). *Leadership theory and practice*. New Delhi, India: SAGE.

Harrington, B., Tim, H. (2007). *Career Management and Work- Life Integration*. New York, USA: SAGE Publications.

Yarnell, J. (2008). *Strategic Career Management: Developing Your Talent*. Burlington, USA: Elsevier Publications.

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Syllabus:2018-2020

Optional Elective

Course Code: 18PBA4310

Credits: 1

Title: International Human Resource Management

I. Course Description

IHRM course is designed to introduce students to the nature of managing human resources in multinational firms. It explores the complexities of IHRM and distinguishes international from domestic HR practices. It helps the students to have an in-depth understanding of the basic concepts in IHRM to prepare them with sound basis to understand the international corporate dimensions of their own careers.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Learn the international business functions and basic concepts related to mergers & acquisitions, international alliances
2. Understand the International HRM Process in organizations with exposure to various real life cases
3. Recognize and value cultural differences, nuances in managing international assignments
4. Understand the working of MNC's in India and become familiar with the issues and practices
5. Explore the future trends in IHRM

III. Course Content

1. Global HR

- a. Strategic HRM and Culture
- b. International Business Operation
- c. Mergers & Acquisitions
- d. International Alliances

2. Integrating HR Process

- a. Global Market
- b. Global Recruitment and Selection
- c. International Training and Development
- d. Performance Management for International Staff
- e. International Compensation

3. Managing Diversity

- a. Cross cultural Management
- b. Repatriation
- c. Knowledge Management
- d. Managing International Assignments

4. IHRM- Indian Context

- a. Culture and Values
- b. LPG
- c. MNCs
- d. Free Trade

5. Future Trends in IHRM

- a. Technology
- b. Impact of International Assignments
- c. Economic Policy
- d. Industrial Relations

IV. Teaching and Learning Strategies

Lecture through power points to give clarity on the basic concepts. Case study with group presentations, real life scenarios on IHRM and class discussions will be conducted. Experiential exercises and instruments will be used from various sources online on human resource management throughout the semester. Required reading materials will be provided unit wise.

Students have to update themselves in current trends in IHRM through newspaper reading and have a 10 minutes' discussion in the class room. Practical project will be carried out during the course

V. Course Outcome

Students will take a case of an international organization involving multinational environment and present a write up on the issues.

VI. Course Materials

a. Mandatory

Browaeys, M. & Price, R. (2010). *Understanding Cross- Cultural Management*. New Delhi, India: Pearson Publications.

Dowling, P., Festing, M. & Engle, A. (2013). *International Human Resource Management* (6th ed.). Boston, USA: Cengage Learning EMEA.

Sitkin, A. & Bowen, N.(2010). *International Business: Challenges and Choices*. New York, USA: Oxford University Press.

ELECTIVES

Semester III



System

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Syllabus: 2018-2020

Core Elective

Course Code: 18PBA3401

Credits: 5

Title: Business Analytics and Business Intelligence

I. Course Description

The Course aims to prepare students to provide in depth knowledge of Data and Business analytics that can be used for problem solving and decision making. It introduces them to understand the emergence of Business analytics and Business intelligence as a competitive strategy for organizations. It also equips them with analytical thinking process and trains them in using analytics tools with business cases.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Learn the Business process through BA techniques and approaches.
2. Apply the techniques of business analytics to solve real time business problem.
3. Learn the concepts of KPI and its important in business environment.
4. Learn BA tools and use of dash board for solving business problems.

5. Understand types of analytics and its uses.

III. Course Content

1. Business Analytics

- a. Business Environment
- b. Types of Analytics
- c. Different models in Analytics Industries
- d. Building an Analytics Capability Model
- e. Data Driven Strategies

2. Building an analytical Capability

- a. Linkages of BA and Business
- b. Internal process of BA
- c. External process in BA
- d. Analytical Maturity Model

3. Decisions in BA

- a. Trends in Analytics
- b. Tools and techniques on BA and BI
- c. Reporting in BA
- d. KPI
- e. Developing KPI
- f. KPI for different business industries

4. Data Analytics - I

- a. Types
- b. Predictive Analytics
- c. Forecasting
- d. Retail Analytics

5. Data Analytics – II

- a. Operational Analytics
- b. Location Analytics
- c. Customer Analytics
- d. Workforce Analytics

IV. Teaching and Learning Strategies

Students will be introduced the concept of BA and its important of learning and will be trained in data analytics to understand the insights of the data and come out with business solution. They will be trained in analysing data through various analytical tools. They will be exposed to analytics in the area of retail, sales, customer and operational to make the business process easier and profitable. Students will learn their skills in classroom, practice the practical exercises through hands on experience on capturing data and use them to analyse and come out with solutions based on the problems and use different analytics process.

V. Course Outcome

Students will work on the data related to Key Performance Indicators(KPI) which they develop and use the same data and analytical tools to take business decisions. They will submit this analytical report.

VI. Course Materials

a. Mandatory

Hardoon,D.R., Shmueli Galit. (2013). *Getting Started with Business Analytics*. Florid: CRC Press.



Davenport, H. T., Harris, G. J. (2007). *Competing on Analytics: The New Science of Winning*. Harvard Business School Press.

b. Additional

Davenport, H. T., Harris, G. J., Morison, R. (2010). *Analytics at Work: Smarter Decisions Better Results*. Florida: CRC Press.

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Syllabus:2018-2020

Core Elective

Paper Code: 18PBA3402

Credits:4

Title: Data Mining and Data Warehousing

I. Course Description

This course introduces the students to the emerging field of data mining and data warehousing. It helps the students to learn different algorithms and techniques in data mining. The course teaches students to apply various data mining techniques in different functional systems of business using data mining tools.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the concepts of data mining and data warehousing
2. Apply the various techniques and algorithms to solve business problem
3. Understand nature of business data and to select appropriate tools and techniques by using Weka tool to solve business problems.
4. Understand the concepts and types of web mining systems
5. Know the concepts of data warehousing, OLTP and OLAP architectures in business

III. Course Content

1.Data Mining

- a. BA, BI and Data Mining
- b. Knowledge Discovery Process
- c. DM Tools
- d. Applications and trend in Data mining

2. Classification and Clustering

- a. Supervised and Unsupervised Learning
- b. Classification and Clustering
- c. Association Rule Mining
 1. Navie Algorithm
 2. The Apriori algorithm
 3. Mining Frequent patterns
 4. Decision Tree
- d. Clustering
 1. Partition methods
 2. Hierarchical Methods
 3. Density Based methods

3. Web mining

- a. Content Mining
- b. Structure Mining
- c. Usage Mining
- d. Architecture of Search Engine

4. Data Warehousing

- a. Operational data warehouses
- b. ETL
- c. OLTP
- d. OLAP
- e. Data cube and operations

5. Information Privacy

- a. OECD principles
- b. Pitfalls of Data Mining

6. Practical: Data Analysis Using Weka

- a. Preprocessing
- b. Classify
- c. Association
- d. Clustering
- e. Attribute Selection
- f. Visualization

IV. Teaching and Learning Strategies

The Classroom presentations will help students understand the basic principles involved in Data mining and Data warehousing. The Students will be given data sets and asked to come up with their insights that will help the further understanding of business or situation. There will be practical demonstrations on different data mining techniques using Weka Tool. Web sources will be used for understanding the concepts of operational data warehousing. The students are exposed to various data mining techniques and data warehousing to learn different algorithms and techniques in data mining. The students must apply the various data mining tools and techniques in different functional systems of business.



V. Course Outcome

Students will identify a business problem and will propose solutions using data mining techniques especially weka tool.

VI. Course Materials

a. Mandatory

Gupta, G.K. (2014). *Introduction to data mining with case studies* (3 ed.). New Delhi, India: Prentice Hall of India Learning Private Limited.

b. Additional

Jiawei, H., Kamber, M., & Pei, J. (2012). *Data mining concepts and techniques* (3 ed.). USA: Morgan Kaufmann Publishers.

Kimball, R., Ross, M. (2014). *The data warehouse toolkit: The definitive guide to dimensional modeling* (3 ed.). New Delhi, India: Wiley.

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Syllabus:2018-2020

Optional Elective

Paper Code: 18PBA3405

Credits: 3

Title: Software Engineering

I. Course Description

This course gives an overview of SDLC and introduces the students to different methods and approaches in software development. It helps the students to learn Process of Software Engineering. The students will analyze and resolve information technology problems through the application of systematic approaches and diagnostic tools.

II. Assurances of Learning (AoL)

At the end of this course, students will be able to:

1. Understand the Concept and process of Software Engineering.

2. Know the concepts of project management.
3. Understand analysis, design of software development.
4. Understand the concepts and types of Software testing.
5. Apply knowledge of Software Quality Assurance to install or implement application software.

III. Course Content

1. Software Process

- a. The Software Process Models
- b. The Linear Sequential Model
- c. Prototyping Model
- d. The RAD Model
- e. The Evolutionary Software Process Model

2. Project Management Concepts

- a. The Management Spectrum
- b. People, Product, Process, Project
- c. Measure, Metrics, Indicators

3. Software Analysis

- a. Requirements Analysis
- b. Analysis Modeling
- c. Data Modeling
- d. Functional Modeling
- e. Behavior Modeling

4. Software Design

- a. Design Process
- b. Modular Design
- c. Architectural Design
- d. User Interface Design
- e. Component Level Design

5. Software Testing

- a. Test Case Design
- b. White box Testing
- c. Block Box Testing
- d. Integration Testing
- e. Unit Testing

6. Software Quality Assurance

- a. Software Metrics
- b. Metrics for Analysis and Design

IV. Teaching and Learning Strategies

The course will be taught by classroom presentations and students will be involved in discussion in the class room. There will be practical demonstrations on Software modeling and software testing, its types, methods, levels, and other related terminologies will teach through demonstration and presentations. Hands on training will be given on identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize in risk management. The students should know the concepts of software engineering and understanding of methodologies of software engineering. The use of a demonstration shows visually how software engineering process works, or provides an example of a concept that needs to be understood and learned.



V. Course Outcome

The students will submit a software to solve any functional needs of an organization.

VI. Course Materials

a. Mandatory

Pressman, R.S. (2010). *Software Engineering: a Practitioner's Approach*. (7 ed.). New Delhi: Tata McGraw Hill.

b. Additional

Sommerville, I. (2011). *Software Engineering*. (9 ed.). New Delhi: Pearson Education

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St. Joseph's College (Autonomous), Tiruchirappalli 620 002

Syllabus:2018-2020

Optional Elective

Paper Code: 18PBA3406

Credits:3

Title: Relational Database Management

I. Course Description

In this course the students understand the concept of data base and highlight the need for RDBMS in the functional areas of business. The course provides an overview of the architecture, functions, and queries of a database management system and discusses various database models. This course familiarizes the students with the usage of built in functions in SQL.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Identify the advantages of the database approach in the business environment.
2. Understand the concept of RDBMS and their usage in the business.
3. Develop skills for using SQL
4. Create and Maintain data base
5. Learn and apply built in functions to retrieve specific data to decision making

III. Course Content

1.Data Base

- a. Concepts
- b. Relational Approach
- c. Data base Design
- d. Data Modeling
- e. Normalization
- f. Client Server Technology

2. SQL

- a. DDL
- b. DML
- c. DCL
- d. DTL

3. Constraints

- a. Unique key
- b. Primary Key
- c. Not Null
- d. Foreign Key
- e. Check, Default key

4. Queries

- a. Simple Queries using arithmetic operators
- b. Simple queries using built-in functions
- c. Subqueries

5. Operators

- a. Set Operators
- b. Order by, Group having clause
- c. Join

6. Practical Exercises using SQL

IV Teaching and Learning Strategies

The course will be taught by demonstration. Practical exercises will be given to understand the use of SQL. The concepts will be introduced by lectures and power point presentations. The students will be asked to high light the basic concepts, data structure of a relational database model that are used in an organization. They should learn to practice RDBMS-SQL commands for storing and manipulating of data for data management.

V. Course Outcome

Students, using SQL commands, will create a dynamic database for easy retrieval, sorting and manipulating.



VI. Course Materials

a. Mandatory

Shah, N. (2012). *Data base systems Using Oracle a Simplified Guide to SQL and PL/SQL*. (2 ed.)
New Delhi: PHI Learning Private Limited.

b. Additional

Loney, K. (2009). *Oracle Data base 11g The Complete Reference*. New Delhi: McGraw Hill
Education.

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Syllabus:2018-2020

Optional Elective

Paper Code: 18PBA3407

Credits:3

Title: Predictive Analytics

I. Course Description

This course introduces the students to the predictive analytics with statistical experiments. This course helps the students to learn core set of effective machine learning methods and concepts and apply them to solve some real world business problems.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the concepts of Predictive analytics.
2. Know the stages of predictive modeling.
3. Know the techniques to develop and deploy Business analytics function.
4. Understand and design effective experiments and analyze the results.
5. Know the methods of prediction using R tool.

III. Course Content

1. Predictive Analytics

- a. Predictive Business Analytics and Decision Management
- b. Preconception bias
- c. Predictive business Analytics model
- d. Learning: Supervised and Unsupervised
- e. Drivers for predictive analytics

2. Defining a Relevant set of Principles

- a. Demonstrate a strong cause and effect
- b. Balancing set of internal and external measures
- c. Ensure relevance and reliability
- d. Integrate Management Process

3. Developing and deploying Business Analytics Function

- a. Selecting a Desired Target
- b. Integrating Performance Management

4. Predictive modelling

- a. Data Design
- b. Transformation
- c. Data Visualization
- d. Data Exploration
- e. Feature Generation
- f. Feature Selection

5. Prediction methods using R Tool

- a. Simple Linear Regression
- b. Multiple Linear Regression
- c. Time Series
- d. Random forest

IV. Teaching and Learning Strategies

The Classroom presentations will help students understand the basic principles involved in predictive analytics. The Students will be given data sets and asked to come up with their insights. There will be practical demonstrations on different prediction techniques using R Tool. The students are exposed to the predictive analytics concepts and methods. The students must apply the various statically techniques using R tool.

V. Course Outcome

Students will use a data set related to any business area and critically analyse the same to predict the future trends.

VI. Course Materials

a. Mandatory

Maisel, L.S., Cokins, G. (2013). *Predictive Business Analytics : Forward Looking capabilities to Improve Business Performance*. New Jersey : John Wiley & Sons

b. Additional

Peterson, T.E. (2006). *The big book of key performance indicators*. (1 ed.). USA : Demystified.

ELECTIVES

Semester IV

System



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Syllabus: 2018-2020

Core Elective

Course Code: 18PBA4401

Credits: 4

Title: Digital Analytics

I. Course Description

The course will focus on sharing the latest trends, best practices and technologies in digital analytics. It will provide in-depth knowledge on digital and social media analytics. The course will give the planning, implementing of different strategy of digital analytics and also deal with how to measure digital media data.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Familiarize the concepts of Digital Analytics
2. Learn the concepts and techniques of Social Network Analytics
3. Expose the techniques of stream Analytics
4. Learn the concepts and techniques of SEO
5. Understand the applications of google analytics

III. Course Plan

1. Digital Analytics

- a. Digital Analytics and insights
- b. Types of digital analytics
- c. Social Listening frame work
- d. Social Intelligence
- e. Conversion prism
- f. Data Analytics and Analysis

2. Social Network Analytics

- a. Social network communities
- b. User generated communities
- c. Social intelligence
- d. Social listening
- e. Social Media Analytics
- f. Content and Theme Analysis
- g. Opinion Analysis

3. Stream Analytics

- a. Click Stream Analytics
- b. Click Density Analytics
- c. Pay per click Analytics

4. Search Engine Optimization

- a. SEO and Google Analytics
- b. Search Engine Marketing Analytics
- c. Email Campaign
- d. Google analytics and reports

5. Application of Digital Analytics

- a. Retail and sales
- b. Telecom sectors
- c. Health services
- d. Hospitality sector

IV. Teaching and Learning Strategies

Students will be introduced to new approaches of learning in digital analytics and also trained in the digital Marketing and analytics skills needed to do this course. They will be trained in Digital campaign framework and designing using social networking analysis. They will be exposed to hands on training on using SEO and SEM to improve the reach of the business websites. They will be exposed to presentation on different topics and analyse the different websites using KPI's and write a report on improving the reach of the websites. Students will learn their skills in classroom, practice in the labs through hands on experience on different tools and do a mini project in social media analytics and present in the form of assignment or review a research paper writing and only on their completion of this task they will be able to finish the course.

V. Course Outcome

Students will analyse the web data of any web site and interpret the usage and perception of the web users.

VI. Course Materials

a. Mandatory

Clifton, B. (2010). *Advanced Web Metrics with Google Analytics*. (2 ed.). New Delhi: Wiley India.

b. Additional

Kaushik,A.(2013).*Web Analytics 2.0.(1 ed.)*. New Delhi: Sybex.

Gnais, M., K, Avinash. (2014). *Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media*. New Delhi: IBM Press.



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Syllabus:2018-2020

Core Elective

Paper Code: 18PBA4402

Credits:5

Title: Big Data Analytics

I. Course Description

This course introduces the students to the emerging field of Analytics. It helps the students to learn the concepts of the Hadoop Structure and its deployment in an analytical environment. This course also teaches the students to apply the various analytics techniques in different functional systems of business using Python Tool and web analytical tool.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the concepts of Big data and types of Big data.
2. Know the Components of Big data analysis.
3. Understand non-relational databases by examining techniques for storing and processing large volumes of structured and unstructured data, streaming data.
4. Understand the concepts and types of web Analytics.
5. Know the concepts of video and mobile app analytics.

III. Course Content

1. Big Data Analytics

- a. Concepts
- b. Types of Big Data
- c. Virtualization
- d. Components of Big Data Technology
- e. Cloud and Big Data.

2. Big Data Management

- a. LAMP
- b. SMAC
- c. Map Reduce
- d. Hadoop Conceptual frame work
- e. Big Data warehouses
- f. Scale out Architecture
- g. Big Data Implementation

3. Text Analytics

- a. Identification
- b. Mining
- c. Categorization
- d. Clustering
- e. Automatic text Summarization
- f. Crowd Sourcing Analytics

4. Web Sentiment Analytics

- a. Web log file Analytics

- b. Link Analytics
- c. Metrics and Centrality in web
- d. Web Traffic data
- e. Web Analytics tools

5. Video Analytics

- a. Content based Video Retrieval Systems
- b. Video Processing
- c. Video Phrasing
- d. Object Tracking in Video Sequences
- e. Motion Information
- f. Object-based Retrieval in Video

6. Mobile App Analytics

- a. Screen and Event Tracking

7. Practical

- a. Using Web analytics
- b. Using Python tool

IV. Teaching and Learning Strategies

The Classroom presentations will help students understand the basic concepts of Big data analytics. The data set will be given to analyze data to convert information to useful knowledge and the knowledge could help students understand business world better, and in many contexts enable them to make better decisions. The students are exposed to understand the concept of analytics and big data system and how various techniques and applications can be used in analyzing business data, to arrive at business decisions, that improves the business performance.

V. Course Outcome

Accessing qualitative business data from any source and converting the same into quantitative data that offers insights on business decision making.

VI. Course Materials

a. Mandatory

Soumendra, M., Jagadeesh, M., & Srivatsa, H. (2013). *Big Data Imperatives – Enterprise Big Data Warehousing, BI Implementations and Analytics.* (1ed.). New York: A Press.

b. Additional

Hurwitz, J., Nugent, A., Hapler, F., & Kaufman, . (2013). *Big Data for Dummies.* New Delhi: Wiley India.

Michael, M., Chambers, M., & Dhiraj, A. (2013). *Big Data Big Analytics.* New Delhi: Wiley India.



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Syllabus:2018-2020

Optional Elective

Paper Code: 18PBA4404

Credits: 3

Title: Cloud Computing and IoTs

I. Course Description

This course introduces the students to the comprehensive and in-depth knowledge of Cloud Computing concepts, technologies, architecture and applications. It also help students understand the stages of development in Cloud Systems. This course deals with the concept of IoTs and its business applications.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the basic concept of cloud computing.
2. Understand the key dimensions of the challenge of Cloud Computing.
3. Know the collaboration, cloud platform and services.
4. Understand the important of IoTs and its applications.
5. Know the concept of security and privacy issues of IoTs.

III. Course Content

1.Cloud Computing

- a. Basics of Cloud Computing
- b. Types of Cloud Services
- c. Cloud Computing for Organization
- d. Cloud Computing for the corporation

2. Collaboration with Cloud Computing

- a. Event Management
- b. Contact Management
- c. Project Management
- d. Social networks

3. Cloud Management Platform

- a. Aneka Platform
- b. Application services
- c. Foundation services

4.Internet of Things

- a. IoT Strategic Research and Innovation
- b. IoT Applications
- c. Infrastructure - Networks and Communication

5. IOT with Industry

- a. Value Creation for Industry
- b. IoT Applications for Industry

- c. Smart Objects, Smart Applications
 - d. Value Creation from Big Data
 - e. IoT for Retailing Industry
 - f. IoT for Oil and Gas Industry
 - g. IoT in Smart Cities - Data-Platforms for Smart Cities
- 6. IoT : Privacy, Security and Governance**
- a. Security and Privacy Challenge in Data

IV. Teaching and Learning Strategies

The Classroom presentations will help students understand the basic concepts of cloud and IoTs. The Students will be given latest information technology web sources to read and give the reports. The Students will learn through web sources about the importance of IoT in society, the current components of typical IoT devices and trends for the future. The students are exposed to understand the concept of cloud and IoTs and how various applications and services can be used in business environment. This will cover key components of networking to ensure that students understand how to connect their device to the Internet.

V. Course Outcome

Students will present an analytical report on the usage of Cloud and IoTs by leading business enterprises.

VI. Course Materials

a. Mandatory

Miller, M.(2009). *Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate On-Line*. (1 ed.). New Delhi: Person.

Vermesan,O., Friess,P.(2013).*Internet of Things :Converging Technologies for Smart Environments and Integrated Ecosystems*. Denmark: Revier Publisher.

b. Additional

Follett,J.(2015). *Design of Emerging Technologies: UX for Genomics, Robotics and the Internet of Things*. (1ed.). USA:O'Reilly.

Buyya,R.,Broberg,J., Andrzej M., & Goscinski.(2011).*Cloud Computing: Principles and Paradigms*.New Delhi:Wiley.



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Syllabus:2018-2020

Optional Elective

Paper Code: 18PBA4405

Credits:3

Title: Enterprise Resource Planning

I. Course Description

This course makes the students learn the basics of ERP and its important. The course deals how ERP packages are used to enhance the operational efficiency of business resources. The course also deals with the implementation phases of ERP.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Develop skills for using ERP.
2. Understand the ERP business modules.
3. Know the need for ERP implementation in the functional areas of business.
4. Learn the ERP market tools and future.
5. Know the present and future development of ERP.

III. Course Content

1. ERP

- a. Benefits of ERP
- b. BPR
- c. Product Life Cycle Management
- d. ERP Security

2.ERP Implementation

- a. Strategies
- b. ERP Implementation Life Cycle
- c. Methodologies
- d. ERP Projects Teams
- e. Data Migration
- f. Project management and monitoring
- g. Post Implementation Activities

3. ERP Business Modules

- a. Operations and Maintenance of the ERP System
- b. Measuring the performance of the ERP System
- c. Business modules of an ERP package

4. The ERP Market Tools

- a. ERP Marketplace and market place dynamics
- b. SAP AG

- c. Oracle Corporation
- d. People Soft
- e. JD Edwards
- f. Lawson Software

5. Present and Future

- a. Enterprise Application Integration
- b. ERP and E- Business
- c. Future Directions and Trends in ERP

IV. Teaching and Learning Strategies

The course will be taught by using presentation. Practical exercises will be given to understand the use of ERP software. The modules will be introduced by lectures and power point presentations. The students will be asked to obtain practical hands-on experience with ERP Package. They should learn to use ERP for automation of business. Each student must learn the usage of ERP through hand on training. The students must learn that the knowledge of implementation of ERP and their modules.

V. Course Outcome

The students will develop an ERP for a unit of a small business organisations.

VI. Course Materials

a. Mandatory

Alexis,L. (2007). *ERP Demystified*. (2 ed.). New Delhi: Tata McGraw-Hill Publishing Company Ltd.

b. Additional

Bansal,B. (2013). *Enterprise Resource Planning – a Managerial Perspective*. New Delhi: Pearson.



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Syllabus:2018-2020

Optional Elective

Paper Code: 18PBA4406

Credits:3

Title: Principles of Deep Learning

I. Course Description

This course is intended to give a holistic understanding on Deep Learning and its applications. This course trains the students to basic neural networks, convolutional neural networks, and long short term memory networks.

II. Assurances of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the basics of Neural Network.
2. Learn and apply analytical techniques to arrive business decision using Computational tools.
3. Know the various deep learning libraries.
4. Learn the concepts and important of neural Networking theories.
5. Understand the concept of Convolutional Neural Networks.

III. Course Content

1. Deep Learning

- a. Deep learning architectures
- b. Neurons in Human Vision
- c. Deep Neural Networks
- d. Description of the Convolutional Layer
- e. Recurrent Nets
- f. Auto Encoders

2. Platform for Deep Learning

- a. a.H2O.ai
- b. Dato Graph Lab

3. Deep Learning Libraries

- a. Tensorflow
- b. Theano
- c. Deeplearning4j
- d. Torch
- e. Caffe

4. Memory Augmented Neural Networks

- a. Neural Turing Machine

- b. NTM Memory Addressing Mechanisms
- c. DNC Memory Reuse

5. Reinforcement Learning

- a. Markov Decision Processes
- b. DeepQ-Networks
- c. Tensor flow
- d. Setting up the Computation Graphs and MLPs
- e. Tensor flow Language Modeling with LSTMs
- f. Implementing Neural Networks in Tensor Flow

6.Theory of deep neural networks

- a. Train a simple deep network
- b. Effectively regularize a simple deep network
- c. Train a competitive deep network

7. Convolutional Neural Networks

- a. Train a simple convolutional neural net
- b. Explore the design space for convolutional nets

IV. Teaching and Learning Strategies

The course will be taught by demonstration. Practical exercises will be given to understand the use of deep learning. The concepts will be introduced by lectures and power point presentations. The students are asked to read current research articles to understand the important of deep learning in the emerging analytical field. They should learn to use computational tool for data analysis. Each student must learn the usage of power point for presentation. The students must learn the theory of computational neural networks.

V. Course Outcome

The students will present a report on how big companies are working on deep learning and deep network architecture to transform their business into AI based.

VI. Course Materials

a. Mandatory

Buduma,N., Locascio,N.(2017).*Fundamentals of Deep Learning: Designing Next-Generation Machine Intelligence Algorithms*.(1ed.). New York: O'Reilly Media.

b. Additional

Goodfellow,I.,BengioY., Courville,A.(2016).*Deep Learning (Adaptive Computation and Machine Learning series*.USA: MITPress.