



XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

A Jesuit B-School

St. Xavier's College (Autonomous)

Palayamkottai

CURRICULUM REGULATION 2021



XIBA
XAVIER INSTITUTE OF BUSINESS ADMINISTRATION
A Jesuit Business School
St. Xavier's College (Autonomous), Palayamkottai
CURRICULUM-2021 REGULATION
Semester - I

COURSE CODE	SUBJECT TITLE	PERIOD/ HRS	MARKS / CREDITS
21 XB 101	MODERN MANAGEMENT PRACTICES	60 Hrs	4
21 XB 102	PROFESSIONAL COMMUNICATION FOR MANAGERS	60 Hrs	4
21 XB 103	ACCOUNTING FOR MANAGERS	60 Hrs	4
21 XB 104	QUANTITATIVE TECHNIQUES FOR DECISION MAKING	60 Hrs	4
21 XB 105	MANAGERIAL ECONOMICS	60 Hrs	4
21 XB 106	IT COMPETENCIES FOR MANAGERS	60 Hrs	4
21 XB 107	ORGANISATIONAL BEHAVIOUR	60 Hrs	4

Credits: 28

Semester - II

COURSE CODE	SUBJECT TITLE	PERIOD/ HRS	MARKS / CREDITS
21 XB 201	ENTREPRENEURSHIP	60 Hrs	4
21 XB 202	INDIAN ECONOMIC SYSTEM	60 Hrs	4
21 XB 203	RESEARCH METHODOLOGY	60 Hrs	4
21 XB 204	PRODUCTIONS & OPERATIONS MANAGEMENT	60 Hrs	4
21 XB 205	CORPORATE FINANCIAL MANAGEMENT	60 Hrs	4
21 XB 206	MARKETING MANAGEMENT	60 Hrs	4
21 XB 207	HUMAN RESOURCE MANAGEMENT	60 Hrs	4
21 XB 5001	FRENCH/HINDI	30 Hrs	2

Credits: 30

Semester - III

COURSE CODE	SUBJECT TITLE	PERIOD/ HRS	MARKS / CREDITS
21 XB 301	STRATEGIC MANAGEMENT	45 HRS	3
21 XB 302	BASICS OF BUSINESS ANALYTICS	45 HRS	3
21 XB 303	BUSINESS ETHICS	30 HRS	2
21 XB 304	PROJECT MANAGEMENT	30 HRS	2
HR SPECIALIZATION			
21 XB H01	LABOUR MANAGEMENT & LABOUR CODES	45 HRS	3
21 XB H02	EMPLOYEE EMPOWERMENT & ENGAGEMENT	30 HRS	2
21 XB H03	MENTORING & TRAINING	30 HRS	2
FINANCE SPECIALIZATION			
21 XB F01	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	45 HRS	3
21 XB F02	FINANCIAL SERVICES	45 HRS	3
21 XB F03	MERGER AND ACQUISITIONS	15 HRS	1
MARKETING SPECIALIZATION			
21 XB M01	CONSUMER BEHAVIOUR	45 HRS	3
21 XB M02	RURAL MARKETING	30 HRS	2
21 XB M03	DIGITAL MARKETING	30 HRS	2
OPERATION SPECIALIZATION			
21 XB P01	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	45 HRS	3
21 XB P02	SERVICE OPERATIONS MANAGEMENT	45 HRS	3
21 XB P03	WORLD CLASS MANUFACTURING	15 HRS	1
21 XB 5002	SUMMER INTERNSHIP	8 WEEKS	6

Credits 30 (Any Two Specialization)

Semester - IV

COURSE CODE	SUBJECT TITLE	PERIOD/ HRS	MARKS / CREDITS
21 XB 401	ORGANISATIONAL CHANGE & DEVELOPMENT	60 HRS	4
21 XB 402	INTERNATIONAL BUSINESS MANAGEMENT	45 HRS	3
21 XB 403	TOTAL QUALITY MANAGEMENT	45 HRS	3
HR SPECIALIZATION			
21 XB H04	LEADERSHIP COMPETENCIES	45 HRS	3
21 XB H05	TALENT MANAGEMENT	45 HRS	3
21 XB H06	HR ANALYTICS	15 HRS	1
FINANCE SPECIALIZAION			
21 XB F04	DERIVATIVES MANAGEMENT	45 HRS	3
21 XB F05	INTERNATIONAL FINANCIAL MANAGEMENT	45 HRS	3
21 XB F06	FINANCIAL ANALYTICS	15 HRS	1
MARKETING SPECIALISATION			
21 XB M04	PRODUCT AND BRAND MANAGEMENT	45 HRS	3
21 XB M05	SERVICES MARKETING	45 HRS	3
21XB M06	MARKETING ANALYTICS	15 HRS	1
OPERATIONS SPECIALISATION			
21 XB P04	MATERIALS MANAGEMENT	45	3
21 XB P05	DISTRIBUTION MANAGEMENT	45	3
21 XB P06	SUPPLY CHAIN ANALYTICS	15	1
MAJOR PROJECT			
21 XB 5003	MAJOR PROJECT		8

Credits 32

Total Credits - 120

Stand (Additional Credit) -1

Extra Credits

I-SEMESTER



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB101	MORDEN MANAGEMENT PRACTICES	60	4

I. COURSE DESCRIPTION:

This course covers theoretical knowledge and practical skills development in organization and management in modern organizations from managerial, organizational, technological, social, human resource and psychological positions

II. COURSE OBJECTIVES

The objective of this course is to

- View the different functioning of the modern organization at all its levels
- Acquire the skills of existing organization and management technologies' processes, development
- Procure the essence of strategies process for the modern organization development as a whole and its individual units
- Obtaining knowledge of the psychological and managerial core and decision making in solving organizational and managerial tasks.
- Ability to manage project, including project organization and responsibilities,

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Identify Key management concepts and their impact on the organization
- Understand the external and internal environment analyses of the organization
- Recognise the management technologies development analyses, strategic management and proposals for improvement of its effectiveness
- Apply the Decision-making methods and analyse the competitive environment sector
- Realise the social responsibility of the organization and the role of social management technologies
- Explore project management methods of the organization, organization of team interaction while completing management tasks.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	OVERVIEW OF THE MANAGEMENT Definition of management-Management functions-different levels of management-Morden theories of Management-Key management concepts-	9
2	MANAGEMENT DECISION-MAKING Thinking types of managerial decisions- Levels of decision-making in an organization-Strategic decision-making - Administrative decision-making- Operational decision-making; -Styles of decision-making-Problem avoider-Problem solver- Problem seeker.	9
3	SOCIAL MANAGEMENT Social Objectives of management-Social management techniques-Degrees of corporate social responsibility involvement-Areas of social concern in current management practice-Case	9
4	BUSINESS MANAGEMENT Definition-Types of business management- Business strategy-Business managerial skills (Agile, Asset, Constraint management) -Business Morden business management strategies and effectiveness-Agricultural Development –Management Opportunities	9
5	PROJECT MANAGEMENT Essentials of Project plan-Scope of Project management-Overview of Project time management; Project cost management; Progress and performance management; Project monitoring, evaluation and control; Risk management.	9

V. COURSE PEDAGOGY

Much of the subject involves case studies and readings. These activities require students to do weekly reading commentary. Students are expected to have read any prescribed reading articles (including the relevant text chapter) prior to weekly sessions and engage in necessary group discussions during class. Through engaging with lectures, online learning activities, materials and participating in lecture and tutorial discussions.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The key content of the subject is on Morden management practices. Unit III has more relevance towards national , regional and global development as it is concerned with social management.

Focus on Employability/Entrepreneurship/Skill Development

The content from Unit II and Unit-III gives information on Decision making and project management where all these contents focus much on developing Entrepreneurship Skill

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Contents from Unit IV, Managerial business skills, Strategies and effectiveness are relevant to Environment and sustainability and human values.

VII. COURSE MATERIALS

Core Text:

TN Chhabra, (2020) *Business Organization and Management*, Sun India Publications; 2nd edition

Montana, P.J.,(2015) Charnov B.H. **Management**. – 5th ed. – New York: Barron's Educational Series, (Business review books).

Rode S., (2013) **Modern Microeconomics** - 1st edition. Ventus Publishing, Bookboon. 2013



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB101	PROFESSIONAL COMMUNICATION FOR MANAGERS	60	4

I. COURSE DESCRIPTION:

This course “Professional **Communication for Managers**” is **designed to** help graduate students improve their ability to communicate professionally to a variety of national and international/intercultural audiences for a variety of purposes. Students will learn the tools they need to adapt their writing in varied professional, cross-cultural contexts and to translate it into effective verbal presentations in these settings. In particular, students will develop an awareness of professional language, written conventions, and multimodal communication, including verbal, written, and digital/visual modes.

II. COURSE OBJECTIVES

- To equip students with the necessary skills to listen, read, write, and speak so as to comprehend and successfully convey any idea, technical or otherwise, as well as give them the necessary polish to become persuasive communicators.
- To enhance the Employability and Career Skills of students and Orient the students towards grooming as a professional

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Learn how to apply a rhetorical approach in order to determine the most effective written means of communication for the context.
- Separate the writing process into coherent stages in order to efficiently manage professional writing deliverables.
- Practice using grammar as a professional tool to communicate purposefully and in a culturally appropriate manner.

- Apply, Write and edit both independently and collaboratively in preparation for professional contexts that may require both.
- Discuss a given technical/non-technical topic in a group setting and arrive at a consensus
- Identify drawbacks in listening patterns and apply listening techniques for specific needs

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	PROFESSIONAL COMMUNICATION : Introduction to Soft Skills– Hard skills & soft skills –Grooming as a professional with values—Time Management—General awareness of Current Affairs	12
2	READING & LISTENING : Reading, Comprehension, and Summarizing: Reading styles, speed, valuation, critical reading, Reading and comprehending from journals, newspapers. Identifying the various transitions in a text - SQ3R method - PQRST method. Listening: Active and Passive listening - Developing effective listening skills, barriers to effective listening, Listening to documentaries and TED talks. Note-taking.	12
3	SPEAKING : Introduction to Group Discussion—GD strategies- activities to improve GD skills - Extempore-Rhetoric-Accent-neutralization-Organization of Ideas- Telephonic Skills- Phonetics	12
4	WRITING : Business Communication -E-mail- Memos-Minutes and Agendas- Report Writing-Case Analysis -CV preparation (differences between Bio-Data, CV and Resume), and Reports. Elements of style, Common Errors in Writing- Checklists- Applied Grammar –Professional Management of Social Networks	12
5	INTERPERSONAL COMMUNICATION : Interpersonal Relationship: Trust, Interpersonal Conflict, FIRO- B, FIRO-F. Overcoming Gender Barriers to Communication- Communication in Event Management	12

V. COURSE PEDAGOGY

- Conduct a meeting and put the students in Minute Preparation.
- Phonetics Training by Experts
- Practical teaching on qualities of a good presentation with special emphasis on body language and use of visual aids
- Exercises based on audio materials like radio and podcasts.
- Mock interview and Debate, Do’s and don’ts- intensive practice -Group Discussion
- The students will be assessed on how much they participate in the class and their willingness to learn.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs:

In a globalized world, effective communication is a necessity. When friends, relatives, and colleagues need to reach all corners of the world, the importance of global communications is on high in the world today. Learning the importance of global communications and implementing effective communications policies are key to helping a global organization thrive in this new world. The contents from Unit-I to Unit-V helps effective communication in the National, Regional and Global context.

Focus on Employability/Entrepreneurship/Skill Development

English is an official language for 53 nations and also it is the language of science, aviation, computers, diplomacy and tourism. It is the most commonly spoken language in the world by around 400 million people. The understanding of the language can be enhanced by building the skills- LSRW: Listening, Speaking, Reading and Writing. However, the language is augmented if we have a good vocabulary, write the correct spellings with proper usage of grammar and knowing the correct format while writing. To build in the fundamentals of the language, we need to focus on these basic skills. Unit –IV and Unit-V deals with Grammar and exercises which help an individual to improve his/her English speaking skills

VII. COURSE MATERIALS

Core Text:

Goodheart-Willcox, "*Professional Communication*", First Edition , 2017.

Additional Reading:

Uma Narula,. (2019) *Development Communication-Theory and Practice (English)*. Har Anand Publication



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SPECIALISATION /CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB103	ACCOUNTING FOR MANAGERS	60	4

I. COURSE DESCRIPTION

This course focuses on the Basics of Financial Accounting by highlighting the rules of Double Entry System of book keeping, preparation of Trial Balance and Final Accounts of the firms.

The course explains the various elements of Cost by preparing the Cost Sheet used by the manufacturing units. Tally is incorporated in this course

II. COURSE OBJECTIVES

- To introduce the Basics of Financial Accounting.
- To highlight the relevance of Cost Sheet preparation and Costing Techniques.
- To understand various Budgets prepared by the organizational departments and variance analysis
- To learn the application of Tally in Business

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Identify the basic accounting procedures adopted in a business firm.
- Interpret the financial data and Develop methods and techniques of Financial Analysis with Cash Flow Statement & Fund Flow Statement.
- Differentiate the various accounting types such as Financial Accounting, Cost Accounting and Management Accounting used in business organizations.
- Comprehend the different elements of Cost Sheet and types of cost of manufacturing industries.
- Understand the concept of Budgeting and Variance Analysis for control in a business organization.
- Operate Tally Software

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	FINANCIAL ACCOUNTING Introduction – Definitions – Basic Accounting Standards – Basics of Accounting Concepts – Conventions – Depreciation accounting – Straight line and written Down Value methods - Preparation of trading, Profit and loss accounts and balance sheet.	12
2	FINANCIAL ANALYSIS Nature and components of Financial Statement – Common size and Comparative analysis – Ratio analysis –Preparation of cash flow and fund flow statements.	12
3	COST ACCOUNTING Elements and Types of costs - preparation of cost sheet– Job costing – ABC System of overhead allocation - Process costing – Valuation of inventory – FIFO, LIFO Methods.	12
4	MANAGEMENT ACCOUNTING Budgeting and Budgetary Control – Preparation of budgets – Zero Base Budgeting – Standard Costing and Variance Analysis	12
5	TALLY ERP 9 Fundamentals-Creating accounting masters- Creating inventory masters-Voucher Entry.	12

V. COURSE PEDAGOGY

This course will be handled by class room lecturers using power point presentation. Students will be taught with basic concepts and also its application with Home Assignments Adequate number of illustrations and Case Studies relating to each unit will be discussed and solved. The Performa of the accounting statements and financial reports will be introduced.

The students will be assessed on the basis of

- Practical Assignments for problems solving,
- Case Analysis,
- Presentation,
- Snap tests and
- Live Project.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Accounting Professionals employ an inquiring mind to their work founded on the basis of their knowledge of the company's financials and they ensure the quality of financial reporting.

Unit – I contents are relevant to the Local and National Needs with Basic Accounting Standards and Accounting Conventions. Unit – II contents are relevant to the Local, Regional and National Needs with the Financial Analysis Techniques. Unit – III, IV and V are having global applications for making inventory decision and , Price Determinations.

Focus on Employability/Entrepreneurship/Skill Development

Given the importance of Employability skills and entrepreneurial skills to individuals and business, the contents from Unit-I, Preparation of trading, Profit and loss accounts and balance sheet, contents from Unit-II, Common size and Comparative analysis – Ratio analysis – Preparation of cash flow and fund flow statements and from Unit-V Tally is implemented.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Contents from Unit-III which contains Methods of calculation of these costs and their roles in Management decision making like sales, replacement, buying etc requires professional ethics. Also in Unit –IV, Standard costing and Variance analysis also needs to be handled with professional ethics.

VII. COURSE MATERIALS

Core Text:

Maheswari S.N., Maheswari K. (2018). *A text book of Accounting for Management*.(4th ed.). New Delhi, Vikas Publishing House Pvt. Ltd.

Additional Reading:

Khan and Jain.(2017). *Management Accounting*.(7th ed.). Mumbai, Tata McGraw Hill.



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CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB105	QUANTITATIVE TECHNIQUES FOR DECISION MAKING	60	4

I. COURSE DESCRIPTION:

This course will help the students to understand the significance of using basic quantitative operations in management applications to take optimal decision under several real-life situations. This course aids students to describe data, to draw conclusions based on information from samples, to model trends for making predictions for Unknown scenarios and to recognize various kinds of managerial problems to which linear programming can be applied and analysed. This course will make the students become acquainted with the application of various statistical tools and techniques to arrive at a well informed decision.

II. COURSE OBJECTIVES

- To equip students with quantitative techniques and tools that aid in management decision-making.
- To empower students with forecasting models and tools to aid in resource optimization, profit maximization and other operational problems in business.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Know and describe the nature of data
- Understand various types of statistical tools and their significance
- Evaluate business problems and arrive at better decisions
- Apply various statistical tools for managerial decision making
- Collect real time data, analyse them using MS-Excel and Interpret the same to draw meaningful conclusions
- Solve business level operational problems using various statistical models and forecasting techniques

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	DATA DESCRIPTORS Measures of central tendency - Mean, median, and mode Percentiles and quartiles – Measures of dispersion - The range, The interquartile range and semi-interquartile range – The standard deviation and variance, The coefficient of variation – Measures of skewness and kurtosis	12
2	PROBABILITY DISTRIBUTIONS Introduction to probability distributions - Discrete probability distributions - Binomial probability distribution, Poisson probability distribution - Continuous probability distributions - The normal distribution - The standard normal distribution (Z distribution) - Calculation of Area under Normal Curve	10
3	ESTIMATIONS & HYPOTHESIS TESTING Introduction to the concept of a sample - Population versus Sample - Types of estimate - Point and Interval Estimates - Confidence interval estimate– Introduction to Parametric versus non-parametric tests – Decision Rules – Type I & Type II Error	10
4	CORRELATION, REGRESSION, & TIME SERIES ANALYSIS Simple Correlation Analysis - Properties, Assumptions, Computation of Coefficients –Regression - Properties, Calculating Regression Equation – Time series Analysis - Components-Time-series Forecasting Methods	15
5	LINEAR PROGRAMMING PROBLEM Linear Programming: Introduction, Formulation of Linear Programming Problem (LPP) - Graphical method for solving LPP - Simplex Method for solving LPP - Using Excel to solve Linear Programming Problem – Application through Case Studies	13

V. COURSE PEDAGOGY

The concepts will be introduced and discussed by lectures, power point presentations and real time case studies. Students will be trained to solve practical business problems. The course would help them to take up real time data and analyse them using MS-Excel by applying the statistical tools and techniques learnt. 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. The students will take up a Capstone Project at the end of the course which will allow them apply them what they have learnt.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Today, business decisions need to be made in real time, with an understanding of the changes that are likely to occur in the future at local, national and global level. Concepts of UNIT I & Unit II include Measures of Central Tendency, Measures of Dispersion and Theoretical Probability Distributions, concepts of UNIT IV include Prediction and estimation using Correlation Analysis and Regression

Analysis and forecasting using Time Series Analysis enable students get acquainted with making such decisions at all levels.

Focus on Employability/Entrepreneurship/Skill Development

Management executives and entrepreneurs struggle with challenges in the business environment. So, they need to be mentally alert to the changes happening around them. All the five units help students develop their analytical and decision making skills to solve business related problems and help them become readily employable in the job market.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Organizations' ultimate goal is to increase profits. While many companies grow profits ethically, some make profits unethically which affects the environment negatively. The students become aware of this when the concept of modelling profit maximization from UNIT V.

VII. COURSE MATERIALS

Core Texts:

Levin, R. I., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (2017). *Statistics for Management* (8ed.). New Delhi: Pearson Education.

Davis, G. and Pecar, B. (2016). *Business Statistics using Excel* (2 ed.). New Delhi: Oxford Press.

Additional Reading:

Frederick S. Hillier & Mark S. Hillier. 2005. *Introduction to Management Science: A Modeling& Case Studies Approach with Spreadsheets* (2 ed.). New Delhi: Tata McGraw Hill Publishing Company Limited.

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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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB105	MANAGERIAL ECONOMICS	60	4

I. COURSE DESCRIPTION:

This course focuses on the essential aspect of Managerial Economics for decision making. It involves understanding all aspects of the managerial economics includes like Economic Theories, Demand and supply analysis, Production Theory and Cost concept, Market Structure and Pricing Policies and Macroeconomic concept.

II. COURSE OBJECTIVES

- To understand the Managerial Economics and its relationship with decision sciences.
- To impart knowledge in demand and supply.
- To understand the market structures and its price determination.
- To understand the macroeconomic concepts.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Know the significance of Managerial Economics.
- Understand the importance of Demand and Supply analysis in business.
- Comprehend the cost concepts.
- Learn the market structure.
- Discover the pricing policies in business.
- Know the micro as well as macro economics.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INTRODUCTION Concept- Nature and Scope of Managerial Economics - Economic Principles relevant to Managerial Decisions- Managerial Theories of Firms - Relationship of Managerial Economics with Decision Sciences.	12
2	DEMAND AND SUPPLY ANALYSIS Meaning- Types - Determinants of Demand- Demand Function - Law of Demand - Types of Elasticity of demand - Demand Forecasting Methods-Econometric Method- Supply - Determinants of Supply – Market Equilibrium.	12
3	PRODUCTION THEORY AND COST CONCEPTS Introduction - Types of Inputs- Production Function- Production Function with One Variable Input and Two Variable Inputs- Returns to Scale- Cost Concepts- Kinds- Short and Long run cost curves.	12
4	MARKET STRUCTURE AND PRICING POLICIES Perfect Competition - Monopolistic Competition - Monopoly - Oligopoly – Kinked Demand Curve - Cartel arrangements – Pricing methods in practice.	12
5	MACRO ECONOMIC CONCEPTS Gross Domestic Product - Gross National Product - National Income- Global Economy-Inflation - Types - Measuring Inflation – Fiscal and Monetary Policies.	12

V. COURSE PEDAGOGY

This course will be taught by lecturers using power point presentation. Students will be involved in discussion in the class room Case Studies; group discussions on current issue relating to the managerial economics will be discussed. Assessment will be done in two ways

Formative Assessment: Concept Test, Case discussion, Seminar Presentation, Assignment

Summative Assessment: Written Test- Group Discussion and Presentation of Case Study and Concept Viva.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Unit-5 consists of macroeconomic concepts that focus on National Income, Gross Domestic Product, Gross National Product, Global economy, Inflation, Fiscal and Monetary Policies which are relevant to the economy level of the nations.

Focus on Employability/Entrepreneurship/Skill Development

Unit-4 consists of various market structures, such as Perfect competition, Monopolistic competition. Also the unit details Monopoly and Oligopoly that give the idea about the nature of business and the Pricing methods. This will aid to know about the pricing strategies can be applied in the business.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Unit-3 consists of production functions of the companies. It focus on the product should be safe for the environment and sustainability for the society.

VII. COURSE MATERIALS

Core Text:

Geetika, et al.(2018).*Managerial Economics*(3rd ed). New Delhi: McGraw Hill Education.

Additional Reading

Jinghan M, et.al (2018). *Managerial Economics*(2nd ed) . New Delhi: Vrinda Publications (P) Ltd.



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB106	IT COMPETENCIES FOR MANAGERS	60	4

I. COURSE DESCRIPTION:

The course '**IT Competencies for Managers**' is an introductory course on Information and Communication Technologies. Topics include ICT terminologies, basic of information system, operating systems, Managing Devices, hardware and software, networking, internet and World Wide Web, and ICT based applications.

II. COURSE OBJECTIVES

- To make the students learn the basic concepts of IT and Operating Systems.
- To equip the students with skills for effective use of Microsoft Office
- To familiarize the student with the basic concepts of Networking and use of cloud computing

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Know the basic concepts of information system.
- Understand the documentation and presentation.
- Learn the process of Microsoft Excel and its functions.
- Learn the various computer networks, cloud computing and its recent application

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	BASICS OF INFORMATION SYSTEM Components, Resources and types, Operating Systems: Unix, Linux, Android, Apple, iOS, Blackberry, Windows: Windows Explorer, Nero, Managing Devices, Computer Viruses, Antiviruses.	9
2	WORD & POWERPOINT 2013 Navigating and Reading Documents -Editing and Composing 12 Hrs. Documents - Formatting Documents – Presenting information, Power Point 2013: Designing and Creating Presentations - Creating on-slide Content – Adding Animation and Multimedia.	9
3	PRESENTING & VISUALIZING DATA USING EXCEL 2013 Creating, Editing and formatting worksheets -Visualizing and Presenting Data - Types of Data- -Tabulation of Data -Creating Frequency Distribution -PivotTable - Charts and Graphs - Application in MS Excel	9
4	DATA VISUALIZATION TOOLS Business Intelligence - Power BI– Uses of Power BI – Power BI Dashboard – Working with data types and data sets – Power BI Query Editor – Power BI Report.	9
5	NETWORKING & TRENDS IN IT Computer Networking; LAN,WAN, Extranet, Internet, Wireless, network, Bluetooth, Wi Fi, Search Engines, Cloud Computing Concepts, Type and Applications, Social Media for Knowledge Sharing.Trends - Artificial Intelligence, Block Chain, LMS, MIS, Cryptocurrencies	9

V. COURSE PEDAGOGY

Classes will be conducted in the computer lab. Teaching is accompanied by multimedia in the classroom. In this method, 4 or 5 students are given a computer. The teacher prepares a ppt for a topic and loads it on all the computers. The ppt contains instructions, tasks and questions for students to respond to. It is made to encourage discussion among the group members, collate their ideas and share. The topic is presented through related situation.

This can be tailored to suit students of different abilities.

- Students can store their work in a word doc for the teacher to see and respond.
- The presentation can end with a discussion about the topic.
- Making the students to use the various applications on the computer to make their responses more interesting

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The ability to give rapid solutions for problems is enhanced through learning MS word and MS excel. Contents from Unit-II and Unit-III enable the learners to quicken their documentation and presentation. Unit-IV enables gathering thoughts and ideas in one single and more effective way of recording minutes of the meeting with shared meeting notes.

Focus on Employability/Entrepreneurship/Skill Development

Gaining hands on experience on Microsoft Office Word 2013 (Unit-II), Microsoft Office Excel 2013 (Unit-III) and Microsoft Office Note 2013(Unit-IV) offers scope for employment, as these are the basic technological skill, much expected from a post graduate.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Contents in Unit-V, Social Media for Knowledge Sharing, Discussion Forum, Linked-in-Blogs Charts, Groups, Apps and online Services educate students on the etiquettes to be followed while writing a blog and ethics to be followed while posting content on any social networking sites.

VII. COURSE MATERIALS

O' Brien A. James, M. Markas George, (2019), Management Information System Tata McGraw Hill Education Pvt.,(Special Indian ed), New Delhi.

Ben M. Schorr, Echo Swinford, Beth Melton, Mark Dodge, (2014). *Step by Step Microsoft Office Home and Student 2013*", (1 st ed) PHI Learning Publications.



XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

A Jesuit Business School

St. Xavier's College (Autonomous),

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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB107	ORGANISATIONAL BEHAVIOUR	60	4

I. COURSE DESCRIPTION:

This is the core course from UGC approved curriculum for all who are interested in learning Human Side of the organization. The goal of offering this course is to familiarize the students with the Individual and Group Behaviour fundamentals and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the field. The covers a wide breadth of theories and applications dealing with topics like perception, motivation, decision making, team dynamics, negotiation, conflict management, leadership, and organizational culture.

II. COURSE OBJECTIVES

- To understand Fundamentals of Behaviour dynamics in an organization.
- To acquaint the students with the appropriate concepts, theories, models and other tools to make better understanding of behavioural dynamics.
- To understand the latest developments and cultivate an understanding of organizational culture and structure.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Comprehend the fundamentals of organizational behaviour, individual behaviour, group behaviour and behavioural dynamics in organization.
- Elucidate organizational culture and structure, Leadership and power.
- Understand different dynamism in organization.
- Learn concepts like leadership, decision-making, motivation and job satisfaction.
- Analyze and apply the different OB models in the organization they work for
- identify the processes used in developing communication and resolving conflicts

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	BASICS OF ORGANIZATIONAL BEHAVIOUR Definition -Importance & Scope of OB- Evolution of OB Framework of OB- Different models of OB: autocratic, custodial, supportive and collegial - Challenges and Opportunities for OB	12
2	INDIVIDUAL BEHAVIOUR & GROUP BEHAVIOUR Personality – concept, determinants, theories and applications Perception – Attitudes Motivation – Theories of Motivation Groups in organizations – Nature, Types & Influence – Group Dynamics – Group Development – Group Decision Making - Teams – Nature & types – Creating effective teams.	12
3	LEADERSHIP, POWER & CONFLICT Leadership- Meaning & Importance - Leadership Styles – Theories- Power – Sources Of Power – Power Centres -Power And Politics- Conflicts- Concept, Sources, Types, Management.	12
4	ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL CHANGE Organizational culture and climate - Factors affecting organizational climate - Job satisfaction - Determinants & Measurements, Influence on behaviour -Organizational change – Importance , Stability Vs Change- Proactive Vs Reaction change – The change process – Resistance to change – Overcoming resistance- Organizational Development	12
5	RECENT TRENDS IN OB Ethical challenges, Rapid technological change, a flattening world, sustainable business practices, demographic trends, and the global marketplace.	12

V. COURSE PEDAGOGY

- Multi-disciplinary programs and projects, student centered pedagogy.
- Use of Multimedia (power point presentation, audio, visuals)
- Case Studies, Games, Simulations, Group Activities, Role Play.
- Guest Lectures
- Scenario Analysis, Group Discussions, Quiz, one on one discussion
- The students will be individually evaluated on their presentation and Snap tests will be conducted for important concepts.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs:

The International strategy which is the continuous and comprehensive management functions designed to help companies operate and compete effectively across national boundaries is much in relevance in Unit-1. While companies' top managers typically develop global strategies, they rely on all levels of management in order to implement these strategies successfully. This is much emphasized in Unit-1& 4. The unit-5 contents which help solidify the influence of organizational behaviour in recent trends meets out the Local, National, Regional and Global Needs

Focus on Employability/Entrepreneurship/Skill Development

The contents in Unit -3 & Unit-4 features contents that quickly and effectively teach about leadership styles, organizational structure, decision making methods and more which are the major factors of skill Development, Entrepreneurship and Employability.

VII. COURSE MATERIALS

Laurie Mullins., (2019) *Organisational Behaviour in the Workplace: Pearson publication*

Stephen P. Robbins. , Timothy A. Judge., Neharika Vohra ., (2018)*Organizational Behaviour: Pearson publication*

II-SEMESTER



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CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB201	ENTREPRENEURSHIP	60	4

I. COURSE DESCRIPTION:

This course focuses on the essential aspects of entrepreneurship that motivates the students on the skills and helps them to start a new business it involves understanding the process of entrepreneurship, business plan, and project planning. It examines the practical aspect of entrepreneurship.

II. COURSE OBJECTIVES

- This course will develop the creativity and entrepreneurial initiative to the students.
- This course will focus on understanding the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.
- The students will know the role and importance of entrepreneurship for economic development.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand the basic concept of entrepreneurship
- Know the process of entrepreneurship
- Realize the importance of business plan for a business
- Able to create own business plan
- Understand the innovation for a business growth
- Learn the importance of entrepreneurship for economic development

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	Introduction Concept- Functions- Skills-Characteristics of successful Entrepreneurs- Types of entrepreneurs- Intrapreneurship-Myths concerning entrepreneurship-Entrepreneurship and economic development.	12
2	Entrepreneurship Eco System Factors affecting entrepreneurship development - Entrepreneurship process- Entrepreneurial mind set- Entrepreneurship's challenges-Role of Government in promoting entrepreneurship -Women entrepreneurship –Rural entrepreneurship-Social Entrepreneurship.	12
3	Business Plan Idea to opportunity mapping– Business modelling- Business Plan-Sections of a business plan-Creative problem solving- Marshalling resources-Competitor and Industry analysis.	12
4	Project Planning Successful Model of Entrepreneurs- Feasibility Analysis- Market Analysis-Technical Analysis- Financial Analysis.	12
5	Business Creation Financing for growth-Innovation for business growth- Entrepreneurial growth strategies-Family business-Business complications and remedial assistance-Merger- Franchising- Technology driven entrepreneurship-Sustainability, Climate change and entrepreneurship.	12

V. COURSE PEDAGOGY

This course will be taught by lecturers using power point presentation Students will be involved in discussion in the class room - Case Studies, group discussions on current issue relating to the entrepreneurship will be discussed. - The students will be assessed on the basis of case studies, presentation and the interacting with the entrepreneur and submission of the reports.The Assessment will be in two modes namely

Formative Assessment: Concept Test, Case discussion, Seminar Presentation, Organisation visit report.

Summative Assessment: Written Test- Group Discussion and Presentation of Case Study, Concept viva.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Unit-1 consists of entrepreneurship and socio economic development that focus on the need of Local, National, Regional and Global needs.

Focus on Employability/Entrepreneurship/Skill Development

Unit-1 consists of skills and characteristics of entrepreneur. Unit-2 consists of the over view of entrepreneurship process .Unit-3 consists of business plan, creative problem solving. Unit-5 consists of Innovation for business growth, Entrepreneurial growth strategies and franchising that focus on starting a new business and enhance the entrepreneurship skills.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Unit-5 consists of sustainability, climate change and entrepreneurship that focus on the climate change and its impact on enterprises and individuals. It also focuses on sustainability and the sustainable practices adopted by the enterprises.

VII. COURSE MATERIALS

Core Text:

Raj Shankar. (2012) Entrepreneurship Theory and Practice (8ed) New Delhi, India: Tata McGraw Hill

Additional Reading:

Desai V. (2018).Entrepreneurship Management (1st ed). Mumbai: Himalaya Publishing House.



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB202	INDIAN ECONOMIC SYSTEM	60	4

I. COURSE DESCRIPTION:

This course aims to develop students understanding of the Indian Economic System and the basic principles of financial markets. It provides them the knowledge of securities traded in those markets. Students will then be exposed to the functions and regulations of Capital Market and Bond market, Derivative Market and Forex Market. This course helps students understand the broad concepts and mechanism of functioning of various financial markets and its regulatory and policy framework within which intermediaries and market participants evolve and operate. It also addresses the impact of global trend in Indian Financial Market.

II. COURSE OBJECTIVES

- To prepare students with a good understanding of the fundamentals of financial market and its regulations and the Indian Economic System
- To keep students updated on the latest discourse on practical issues and policies in the domestic and international financial environment
- To understand some of the key issues of Financial Markets
- To discuss the continuing corporate scandals and corporate governance failures.
- To address the impact of global trend in Indian Financial Market

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand the role and structure of Indian Capital Market
- Comprehend the types and functions of securities market and its regulatory environment.
- Realize the growth and functions of foreign exchange market

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INDIAN ECONOMY– OVERVIEW Growth and Structure of Indian Economy – Economic Reforms in India –Development in India – Agriculture development, Industrial development, Service sector development – Major issues confronting Indian Economy – Poverty, Inequality, Unemployment – Poverty line methodology – GDP Vs. HDI	9
2	FINANCIAL MARKETS Importance of Financial system - Participants of Financial Markets - Primary Markets - Secondary Markets–Functions of Stock Exchanges- Trade life cycle - Stock Indices–Corporate events - Performance of Indian Markets - Financial crisis in Indian markets	11
3	FINANCIAL INSTRUMENTS Asset Classes - Credit,Equity, FX, Rates, Commodity - Instruments - Fixed Income Products - Derivative products-Forex Market - Mutual Funds – Insurance Products	9
4	REGULATORY FRAMEWORK Financial Regulatory bodies in India – SEBI, RBI,IRDA - Credit and Monetary Policy - Capital Market and its Regulation	7
5	WORLD ECONOMY Global Financial System and systemic risk –Free trade theory – Theories of protectionism – Role of WTO in Trade Policy – Problems of development countries with WTO – International Financial Institutions – World Bank, IMF – International Debt and its impact on Indian Economy	9

V. COURSE PEDAGOGY

The course will be taught by Interactive class lectures, Case study analysis and Group Discussions. The students will be able to get a deep understanding of the core ideas, concepts, and mechanisms of the modern capital market in a learner-friendly way. The students will be taught to analyse the market's most fundamental problems, realize the intrinsic interests of the market participants and reveal the true meaning of certain financial terms. The students will get the opportunity to use the obtained knowledge, skills, and understanding for the successful professional career in the financial and other business areas, as well as in their day-to-day life.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Unit II and III makes students understand how the financial market not only helps in mobilization and collection of scattered savings from different sections of population, but they also help to

increase the overall level of savings and investment and allocate more efficiently scarce savings among most desirable and productive investments in accordance with the national priorities.

Focus on Employability/Entrepreneurship/Skill Development

Students must have an adequate education in financial market to become employable. Traders need to have a healthy thirst for information and a desire to find all the relevant data that impacts the securities they trade. All the FIVE units ensures that the students are trained on the basics knowledge and skills required.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

The financial industry has given us countless scandals and news stories about financial professionals who have defrauded investors, employers, government and their peers. There is no doubt that greed is a powerful emotion, but sometimes unethical behaviour boils down to a lack of education on basic principles of financial standards. In UNIT II, the ethics in Financial industry is covered.

VII. COURSE MATERIALS

Core Texts:

Bhole L. (2004). *Financial Institutions and Markets* (4th Ed.). Tata McGraw-Hill Publishing Company Limited.

Gomez C. (2009). *Financial Markets, Institutions, and Financial Services*. PHI Learning Private Limited.

Additional Reading:

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



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CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB203	RESEARCH METHODOLOGY	60	4

I. COURSE DESCRIPTION:

This course is designed to provide students with the necessary knowledge and skills to take up a small independent research project. The student will be helped to learn the different steps involved in research process and solve a research problem they identify and undertake. The students will develop skills to look at a social situation critically, adopt a suitable method of studying the problem scientifically and arrive at a suitable conclusion. The course will familiarize the students with statistical software tools (SPSS) for data analysis. Datasets will be provided to the students to analyse and learn how to interpret the output.

II. COURSE OBJECTIVES

- To understand the basic concepts of research, the process of research and research designs
- To help the students prepare the research proposal
- To aid the students prepare an instrument for data collection
- To analyse the dataset using SPSS
- To help the students prepare a quality research report

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand various research designs
- Learn qualitative and quantitative approaches to research and different methods of data collection
- Prepare instruments for data collection
- Analyze the quantitative data using SPSS
- Write a research proposal

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INTRODUCTION TO RESEARCH Research - Meaning and Definitions, Research methods and methodology, Criteria of good research, Steps of research process - Techniques of Formulation of research Problem - Review of Literature - Formulation of Research Objectives and Hypothesis - Research designs	10
2	SAMPLING METHODS & MEASUREMENT SCALES Developing a research plan – Census and sample survey – Steps in sample design, Types of Sampling - Probability Sampling - Non-Probability Sampling – Method of Data Collection - Primary and Secondary Data – Measurement in research – Nominal , ordinal, interval and ratio – Scaling techniques - Rating Scales, Ranking Scales – Techniques of Constructing a Survey Questionnaire - Application	18
3	DATA PROCESSING & VALIDATION Processing of Data - Case Study: Branded Jewellery-Is there a demand? – Tests of Validity, Test of Reliability, Test of Normality	10
4	STATISTICAL ANALYSIS USING SPSS Parametric Test: Uses, Assumptions & Decision Rules – T-tests, Analysis of Variance (ANOVA), Pearson Correlation – Simple and Multiple Regression– Non-Parametric Tests - Uses, Assumptions & Decision Rules, Non-parametric tests alternative to parametric tests, Chi Square Test.	16
5	RESEARCH REPORT WRITING Types of Research Reports – Steps in writing report – Layout of reports – Mechanics & Guidelines of writing a research report – Writing References & Citations	6

V. COURSE PEDAGOGY

The concepts will be introduced by lectures and power point presentations. Case Studies will be discussed to get an in-depth understanding of each phase of the research work. MS-Excel and SPSS Software will be used for data analysis. Templates will be given for writing research proposals. The students, at the end of the course, will have a Capstone Project in which they can apply what have learnt. The learning in classroom is linked with practical exercises so as to enable application of research methods in their major project and in real life business situations.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

With an understanding of a research is essential to economic and social development of our globalised society, students are trained to conduct research which is critical to support business, government and society's need to make decisions based on the evidences collected. The purpose of this course is making students conduct research to inform action via sending the results of their study

to local officials, policy-makers, and community leaders. All the FIVE UNITS of this course help the instructor to make each student a good researcher.

Focus on Employability/Entrepreneurship/Skill Development

As research is a basic requirement for any entrepreneur to derive a business plan, this course gives students the knowledge of how to conduct a market research. UNITS IV and V prepare students with the skills set necessary to perform statistical analysis and helps develop research skills which are required and highly valued by employers.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

UNIT I, II, IV, V insists the importance of ethical consideration for conducting researches.

VII. COURSE MATERIALS

Core Text:

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

Additional Reading:

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

Cooper, Donald R. &Chindler, Pamela S. (2013). Business Research Methods. (12 ed.). New Delhi: McGraw Hill Education.



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB204	PRODUCTIONS & OPERATIONS MANAGEMENT	60	4

I. COURSE DESCRIPTION:

The course '**Productions & Operations Management**' focuses on carefully managing the processes to produce and distribute products and services." Conventionally speaking Major, overall activities under POM, include product creation, development, production and distribution. Major functions of POM include Managing purchases, Inventory control, and Quality control, Storage, Logistics and Evaluations. Focus will be efficiency and effectiveness of the processes.

II. COURSE OBJECTIVES

- To make the students gain Knowledge on production and operations management system, various strategies and trends in production and operations system.
- To make the students apply the techniques related with forecasting, capacity & aggregate planning and inventory control to improve productivity.
- To prepare the students gain the skills of using operations research models in scheduling, project location, facility and layout planning

III. COURSE OUTCOME & ASSURANCE OF LEARNING (Bloom's Taxonomy)

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

- Describe the basic concepts of Production & Operations Management
- Summarize the importance of Demand Forecasting and Capacity Planning
- Illustrate nature and factors influencing product and service designs
- Outline the Material Requirement planning and Enterprise Resource Planning
- Summarize the materials management and various inventory management techniques
- Formulate various facility layout types and planning techniques

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	Introduction to Production and Operations Management Production and operations management system – Relationships with the other functional areas – Operations / Manufacturing strategies – Role of operations in strategic management- Recent trends in production and operation management- Elements of competitive priorities –Nature of international operations management	12
2	Forecasting, Capacity and Aggregate Planning Demand Forecasting – Overview of qualitative and quantitative methods. Capacity planning – long range, types, rough cut plan, capacity requirements planning (CRP), Developing capacitive alternatives. Aggregate planning – Approaches, costs, Relationship to master production schedule. Overview of MRP I, MRP II and ERP.	12
3	Design of Products, Service and Work Systems Product Design-influencing factors. Approaches, legal, ethical and environmental issues. Service operations – types, strategies, scheduling (Multiple resources and cyclical scheduling). Work study – objectives, procedure. Method study and motion study. Work measurement and productivity–Measuring productivity and methods to improve productivity.	12
4	Materials Management Materials management – objectives, planning, budgeting and control. Overview of materials management information systems (MMIS). Purchasing - Vendor rating and value analysis – Inventory Management - EOQ – Models with purchase discounts – ABC, FSN, FCM Models. Stores management – nature, layout, classification and coding. Overview of JIT	12
5	Project and Facility Planning Project management – Scheduling techniques, PERT, CPM. Location decision – for new and existing organizations –Facility layout – principles, types, planning tools and techniques - Environmental Considerations in Production and Operations Management.	12

V. COURSE PEDAGOGY

- Discussions on the afore mentioned topics, with a continuous case study in the form of mapping across the new models of Strategy, Pyramidal Model of Product and Activity spread and Four Stage Analytical model of different core and support POM functions.
- As the course will proceed, participants will be expected to map their own organizations and discuss the same in subsequent sessions leading to the final presentation.

- Participants in groups will also select and get approved any one core or support POM function and develop a presentation based on the including examples from his/her own industry/organization

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Contents from Unit-I recent trends in production and operation management, elements of competitive priorities, nature of international operations management and contents from Unit-II qualitative and quantitative methods of decision making, MRPI, MRP II and ERP and contents from Unit-III service operations strategies and content from UNIT-IV Inventory Management techniques enables the student to understand the issues in administrating the businesses and design appropriate strategies at all levels

Focus on Employability/Entrepreneurship/Skill Development

Topics such as capacity Planning (Unit-II), work study, factors influencing product design, legal, ethical approaches and environmental issues in product design (Unit-III) and content from Unit-IV facility layout educates students on following standard procedures in designing quality products.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Students learn the necessity to be eco-friendly from Environmental Considerations in Production and Operations Management in Unit-V. In vendor rating and value analysis (Unit-IV) emphasizes the importance of human values in client-supplier relationship

VII. COURSE MATERIALS

Core Text: Aswathappa K, ShridharaBhat K. (2019). Production and operations management. (6th ed). New Delhi: Himalaya Publishing House.

Additional Reading : Paneerselvam R. (2012). Production and operations management. (3rd ed). New Delhi: PHI Learning Pvt Ltd.



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CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB205	CORPORATE FINANCIAL MANAGEMENT	60	4

I. COURSE DESCRIPTION:

This course focuses on the significance of Financial Management in the Business. 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. COURSE OBJECTIVES

- To Identify the Goals of Financial Management
- To describe how to evaluate Capital budgeting proposals for long-term investments Decisions
- To highlight the significance of Cost of Capital to determine the capital structure of the firm
- To introduce the concept of working capital management
- To depict the various Dividend Policies for the Value Creation for the firm and to illustrate the recent finance trends in business

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand the basic concepts in financial management
- Critically analyze and evaluate the cost of capital, acquire the skill to analyse various methods in evaluation of capital budgeting proposal
- Ascertain the optimal capital structure and understand the importance of EBIT-EPS analysis and leverage
- Understand the short term financial decision
- Know the importance of working capital, its various components and estimation
- Apply the Dividend Theories learnt

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INTRODUCTION TO FINANCIAL MANAGEMENT Scope, Objectives and Goals of Financial Management – Emerging role of Financial manager – Time value of money - Risk and Return – Fundamentals and measurement of risk of single asset, measurement of risk and standard deviation for a portfolio – Role of beta and CAPM – Basic Valuation Model - Valuation of Bonds/Debentures and Valuation of Equity and Preference Shares – Recent Trends in Finance	12
2	INVESTMENT DECISION Capital budgeting decision- Nature– Evaluation Techniques – Payback Period - ARR – NPV - IRR – Profitability Index, Project Selection under Capital Rationing – Inflation and Capital Budgeting	12
3	FINANCING DECISIONS Concept of Cost of Capital- Cost of long term debt – Cost of preference shares - Cost of equity shares - Cost of retained earnings – Computation of weighted average cost of capital – Operating, Financial and combined Leverages - Factors influencing capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Designing Capital Structure	14
4	SHORT TERM FINANCING DECISIONS Working Capital Management - Definition and Objectives Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports	12
5	DIVIDEND DECISIONS Concepts of ex-dividend and cum dividend – Factors affecting dividend policy – Dividend policy and share valuation – Modigliani and Miller Model, Walter and Gordon Models – Shareholder value creation – Market Value Added – Economic Value Added	10

V. COURSE PEDAGOGY

The course will be taught by power point presentation, 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 of the students are enhanced through case study discussions and presentations. The Students will take up a small business unit to study the financial management practices adopted and make suggestions for better financial management especially working capital management.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Financial Managers are responsible for the financial health of an organization. They produce financial reports, direct investment activities, and develop strategies and plans for the long-term financial goals of their organization

Unit – I contents are relevant to the Local and National Needs with Emerging role of financial manager and Risk-Return Analysis Unit – II and Unit – IV contents are relevant to Local/National/Regional/Global Developmental Needs with Capital budgeting decision, Methods of evaluating investments and Working Capital Management Unit – III and V are having global applications for making Capital Structure Decisions and Dividend Decisions

Focus on Employability/Entrepreneurship/Skill Development

Given the importance of Employability skills and entrepreneurial skills to individuals and business, the contents from Unit-I, Emerging role of Financial manager, Estimating Time value of money and Risk and Return Analysis, contents from Unit-II, Capital Budgeting Techniques and Making Long Term Investment Decisions and Unit-IV, Concept of working capital – Estimation and Management of working capital – Receivables, Inventory and Cash management

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Contents of all the five units signify the importance of adopting sustainable financial practices in businesses.

VII. COURSE MATERIALS

Core Text:

Khan M.Y. & Jain P.K. (2019). *Financial Management Text, Problems and Cases (8th ed.)*. New Delhi: Tata McGraw Hill Education (India) Private Limited.

Additional Reading:

Prasanna Chandra (2020). *Fundamentals of Financial Management (8th ed.)*. New Delhi, Tata McGraw Hill Education (India) Pvt. Ltd.



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
MARKETING	21XB206	MARKETING MANAGEMENT	60	4

I. COURSE DESCRIPTION:

This course focuses on the key features of Marketing and its concepts. It involves understanding the approaches towards the consumers in consumer market and industrial market and strategies to reach the consumers. It examines the implications of emerging marketing and selling challenges, trends and innovativeness of the marketers towards their segmented consumers.

II. COURSE OBJECTIVES

The objective of this course is

- To understand the concepts of marketing management
- To learn about marketing process for different types of products and services
- To understand the tools used by marketing managers in decision situations
- To understand the marketing environment
- To Identify the Pricing strategies, promotional strategies and its way to reach the consumers

III. COURSE OUTCOME & ASSURANCE OF LEARNING (Bloom's Taxonomy)

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

- Understand the dynamics of marketing in business
- Apply the theoretical marketing concepts to the practical situations
- Demonstrate the ability to carry out a market research projects
- Communicate unique marketing mixes and selling propositions for specific products
- Construct written sales plans and professional interactive presentations.
- Examine the implications of emerging marketing challenges, trends.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INTRODUCTION Core concepts –Need, want and demand Benefits and Customer Value -Approaches to marketing – product, production, sales, marketing concepts - Selling versus Marketing –Holistic Marketing-Marketing Environment-Macro and Micro	12
2	ASSESSING VALUE AND CONSUMER BEHAVIOUR Overview of Consumer behaviour in Corporate Entities (B2B, B2C, C2C, C2B,C2G)- Decision making process-Industry and Competition Analysis-Unique selling proposition-Marketing Information System and Marketing Intelligence-Marketing Research-Concepts of market potential and marketshare.	12
3	DEFINING VALUE Segmentation – Concepts-Bases for segmentation – Targeting – Positioning-Marketing Mix-Product Classification-PLC-Product Development process-Pricing Strategies-Creating Brands,Branding Strategies-Packaging Strategies-Capstone Project: Business plan/Marketing Plan	12
4	SALES AND DISTRIBUTION Sales Planning- International Sales Techniques-Sales force management- Level & Types of distribution- Functions-Channel Decisions-E-commerce. Promotion: Advertising, Sales Promotion-Direct Marketing, -Personal selling, Public relations	12
5	RECENT DEVELOPMENT AND SUSTAINING GROWTH CRM, Customer relationships management-Customer acquisition & Retaining Competitive Strategies-Socially responsible and Cause related marketing- Recent trends and challenges of marketing (Post pandemic marketing strategies, Managing website, Hiring Top talent, International Audience).	9

V. COURSE PEDAGOGY

- Use of power point presentation, role play for concept understanding.
- Necessary case studies to understand the process of marketing strategies which will be supported by industry experts.
- Course materials will be given on performance standards. Individual and team assignment preparation
- Written Test, Assessment through Group Discussion, Capstone Project Viva, Presentation on marketing survey and their findings

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The concept in Unit II gives clear understanding about consumer behaviour in the global perspective. Over view of Consumer behaviour in Corporate entities- Decision making process-Industry and Competition Analysis-n-Marketing Information System and Marketing Intelligence-Marketing Research-Concepts of market potential and market share brings global perspective where these are very relevant for global development.

Focus on Employability/Entrepreneurship/Skill Development

By carrying out Market research in Unit II, Personal selling, Direct marketing, Sales promotion and Public relations contents in Unit IV focuses more on employability, developing Entrepreneurial skill and other skill development.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

The concept in Unit II gives clear understanding about consumer behaviour in the global perspective. Over view of Consumer behaviour in Industrial market and consumer market(B to B & B to C)- Decision making process-Industry and Competition Analysis-n-Marketing Information System and Marketing Intelligence-Marketing Research-Concepts of market potential and market share brings global perspective where these are very relevant for global development.

VII. COURSE MATERIALS

Core Text:

Ramasawamy VS, Namakumari S. (2016). *Marketing Management*. New Delhi: McGraw Hill.

Additional Reading :

Kotler P, et al. (2016). *Marketing Management*. New Delhi: Pearson.

Koshy Abraham et al. (20017). *Marketing management (13th ed)*. New Delhi Pearson Education

Kumar Arun N. and Meenakshi N. (2014). *Marketing management (5th ed)* New Delhi: Vikas Publishing House



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB107	HUMAN RESOURCE MANAGEMENT	60	4

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 HR auditing. It examines the implications of emerging organizational challenges for human resource management practices.

II. COURSE OBJECTIVES

- To develop the student's ability to think critically and analyze opportunities to improve organizational performance.
- To provide the student with analytical skills to utilize Human Resources metrics and technological applications to enhance the effectiveness of recruitment, training, development and retention of human resources.
- To strengthen the student's abilities to work in and lead teams that culturally and geographically diverse.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

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

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	HRM & SHRM Human Resource Management (HRM): Overview of HRM: Meaning - Nature - Scope -Functions – Objectives - Environment of HRM: External Forces & Internal Forces – Role of HRM in Strategic Management - Opportunity and Challenges of HRM. HR policies - Strategic Human Resource Management-Difference between SHRM and HRM-Harvard model of HRM	12
2	HUMAN RESOURCE PLANNING & JOB ANALYSIS Human Resource Planning (HRP): Meaning - Importance - Factors affecting HRP- HRP Planning Process – Job Analysis (JA) and Job Design (JD) - Process - Methods - Problems - Factors affecting Job Design - Job Design Approaches – Job Evaluation (JE).	12
3	RECRUITMENT, SELECTION & ORIENTATION Recruitment: Meaning - Importance - Recruitment Process - Evaluation - Recruitment Methods – Selection - Selection Process - Barriers to Effective Selection – Orientation – Induction and its importance- Placement.	12
4	TRAINING AND DEVELOPMENT & PERFORMANCE APPRAISAL Training and development: Nature of Training - Training Process –Training methods -Performance Appraisal - Objectives –Altruism - Appraisal Process – Challenges & Issues of PA- Performance Management System	12
5	EMPLOYEE BENEFITS AND SERVICES Employee Remuneration: ESOP Components - Theories of Remuneration - Incentives – Employee Benefits and Services – Executive Remuneration – Employee Retention, Retirement Benefits. Compensation - Types of Wages –Cafeteria Benefits – ESOP - HR Audit	12

V. COURSE PEDAGOGY

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. The students will be assessed on Live Projects and the participating spirit in the class

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs:

The contents in Unit –I namely Strategic Human Resource Management, Virtual Organization and Balance Score Card ties directly to the number one issue of executives today: strategy execution. It provides a framework to align everyone in the organization around a mission and vision. It allows organizations to be more responsive to changes in the competitive landscape. In fact, all these remain as one of the top-performing frameworks in use today in both National and Global levels

Focus on Employability/Entrepreneurship/Skill Development

Training and development is the field which is concerned with organizational activity aimed at bettering the performance of Individuals and groups in organizational setting. It is a combined role often called human resources development (HRD) meaning the development of “Human” resources to remain competitive in the Marketplace. Providing entrepreneurs with business skills to help them grow their firms is important, but one size does not fit all. Policymakers achieve greater impact by better targeting their training interventions. The contents in Unit III and IV focus on Employability, Entrepreneurship and Skill Development.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

In today’s modern times, however, although the laws are in place for gender equality and equal pay, inequality and a pay gap remains in many workplaces across the nation. Workplace gender equality can only be achieved when employees are able to access and enjoy the same rewards and opportunities, equal pay for work of equal or comparable value, and all occupations and industries and roles are accessible, regardless of gender. This concept is very much addressed in Unit-V

VII. COURSE MATERIALS

Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulrich,. *HR from the Outside In: Six Competencies for the Future of Human Resources*. McGraw Hill Education.

Garry Dessler, . (2019).*Fundamentals of Human Resource Management, Global Edition:Pearson Education Limited*

III-SEMESTER
CORE



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
MARKETING	21XB301	STRATEGIC MANAGEMENT	45	3

I. COURSE DESCRIPTION:

The ultimate test for a practicing Manager is to implement the theories that have been learnt to obtain the competitive advantage for the organization. This strategic part involves taking decisions keeping in view the status of the organization, the competitive environment etc. The organizations differentiate themselves from other by ways of their strategies. The strategies at all the three levels namely top, middle and at lower level are critical for the survival of the firm.

II. COURSE OBJECTIVES

The objective of this course is to

- enhance and managerial skills which leads to overall development of modern business organizations
- develop long term Strategic Skills for business development
- Outline and illustrate how the market for corporate strategy and control is related to corporate governance and help students relate their knowledge of India context to emerging trends of the global world.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.
- Explain the basic concepts, principles and practices associated with strategy formulation and implementation.
- Integrate and apply knowledge gained in basic courses to the formulation and Implementation of strategy from holistic and multi-functional perspectives.
- Analyse and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.
- Conduct and present a credible business analysis in a team setting.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	STRATEGY AND PROCESS Introduction to Strategic Management, concept of strategy and the strategic management process, - Corporate, business and functional level strategies –Intended and emergent strategies - corporate governance and social responsibility - case study.	9
2	COMPETITIVE ADVANTAGE External environment- Industry analysis – Porter’s Five Force Model – Industry life cycle analysis – strategic groups in the industry – Macro forces influencing industry – Internal Analysis - Competitive Advantage and Distinctive Competencies	9
3	STRATEGIES The generic strategic alternatives- Growth Strategy, stability, expansion, retrenchment and combination strategies –Portfolio analysis: BCG matrix- GE matrix Parenting Fit matrix – McKinsey 7s frame work – Red Ocean and Blue Ocean strategies- Bench Marking and Balance score card- strategic outsourcing — Restructuring – New ventures – Strategies in global environment	9
4	STRATEGY IMPLEMENTATION AND EVALUATION The implementation process, Resource allocation, -Designing strategic Control Systems- Matching structure and control to strategy- Implementing strategic change-politics-power and Conflict- Techniques of strategic evaluation and control-case study.	9
5	OTHER STRATEGIC ISSUES Managing Technology and Innovation- Strategic issues for Non Profit organizations. New Business Models and strategies in new normal-case study	9

V. COURSE PEDAGOGY

The learning will be through a combination of lecture sessions with PPT and case study analysis, live project assignments and Seminars.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The course (Unit II, III and IV) helps students in both understanding and identifying business strategies that companies should adopt to tackle various national/ global economic and political forces faced by them. Unit V specifically talks about the recent developments and emerging business models in national global scenario.

Focus on Employability/Entrepreneurship/Skill Development

Understanding business strategy is important for any MBA students when he takes up a job. Strategy determines the organizational structure, organizational policy and various programs. For an Entrepreneur, this course is vital and it will help him/her get a bird's eye view of the whole business and help in formulating the competitive strategy for his/her business.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Various new models of Business strategy has evolved that is both inclusive, participatory and sustainable. Two such models are social entrepreneurship, farm producer companies. Unit V of this course will educate students on how such innovative models are differentiating themselves from business.

VII. COURSE MATERIALS

Core Text:

Hill C, Jones G. 20015. Essentials of Strategic Management. Cengage Learning: New Delhi. W.L
Hill and Jones 2012 Strategic Management-an integrated approach- Charles Cengage Learning

Additional Reading:

Arthur A Thompson, A J Strikland III John E Gamble , Arun K Jain 2012, Crafting and executing strategy Prentice Hall

Business Policy & Strategic Management (Text &cases). Subbarao P, Himalaya Publishing: New Delhi.(Recent edition)

Strategic Management by Fred R David, Prentice Hall Competitive strategy – Michael E Porter (Recent Edition)



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB302	BUSINESS ETHICS	60	4

I. COURSE DESCRIPTION:

With the rapid commercialization of business and industrial activities and fierce competition, fraudulent practices have corrupted the value systems of society. The course is all about practitioners and other stakeholders realizing the fact that doing business ethically is the only way forward for any company to sustain its operations in the long run. For corporate governance, sustainability and practice of ethical principles are becoming part of business strategy and are increasing embedded in strategic planning.

II. COURSE OBJECTIVES

The objective of this course is to

- To expose students to ethical issues with special emphasis on ethical dilemmas in corporate world.
- To sensitize students to evaluating and applying societal values and culture.
- To expose students to ethical decision making frameworks and principles that guide and support businesses in behaving responsibly.
- To develop the capacity of decision making with due emphasis on ethics in the organizational context

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- At the end of this course, the students will have learnt the following:
- Define, explain and illustrate the theoretical foundations of business ethics
- Re-examine their knowledge of business and economic concepts from an ethical perspective
- Explain and illustrate the importance, for business and the community, of ethical conduct;
- Recognize and resolve ethical issues in business;

- Reflect on and critically examine their own values and the importance of the ethical dimension in business and workplace decision making
- Confidently apply systematic ethical reasoning to business dilemmas and communicate effectively in oral and written forms these, using the concepts, logic and rhetorical conventions of business ethics.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	<p>CONCEPT OF BUSINESS ETHICS :</p> <p>Meaning, importance of Ethics and nature of Business Ethics Need of Ethics in Business, Globalization as Context and Sustainability as Goal of Business Ethics- Need for ethical functioning – benefits of ethical business – Ethics and Business--emerging business ethics issues –misconceptions about business ethics-Types of Ethical Dilemma-ways to avoid Ethical Dilemmas,</p>	9
2	<p>ETHICALPRINCIPLES:</p> <p>Theories in Ethics (Normative & Descriptive), Ethical Principles and Theories – Kohlberg’s Moral Development theory –Rights and Duties –Ethics and law - Conflicts and Ethical Dilemmas – ethics and values - Indian system of values.</p>	9
3	<p>ETHICAL DECISION MAKING:</p> <p>Ethical Decision Making – Moral Framing, Moral Intensity Individual factors affecting ethical Decisions: values and beliefs Organizational factors: culture, structure, nature of relationships- Application of Ethical Theories. Various Frameworks to Resolve Ethical Dilemma.</p>	9
4	<p>CORPORATE SOCIAL RESPONSIBILITIES:</p> <p>Corporate Social Responsibility – Social Performance, Social Stakeholders concept – Triple Bottom Concepts - CSR towards the internal and external stakeholders of business</p>	9
5	<p>ETHICS AT WORK:</p> <p>Contextualizing Business Ethics – Employees, Customers, Suppliers, Competitors, Marketing, Advertising, Finance, Operations, IPR, Insider Trading and IT – Environmental ethics. Ethical leadership, Corporate governance – Whistle Blowing.</p>	9

V. COURSE PEDAGOGY

Learning will be through a combination of text book reading, case analysis, movie/ situational analysis, assignments, exercises & workshops etc.

Students will be evaluated on the following components:

Assessment tool	Percentage of final grade
Class participation& Viva- Voce	15 %
Assignment	10 %
Case Study Analysis / Seminars	10%
Internal Assessment test	15 %
Summative Assessments test	50%
Total	100%

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Business Ethics is of utmost importance in this fast-changing globalised world where business is beginning to have far reaching impact on environment, society and development. Climate Change, environmental pollution, the new CSR provision of Companies Bill 2013, global supply chains, movement of polluting industries to 3rd world countries, are some of the pressing issues that calls for sustainable business approaches. Managers of tomorrow need to develop a holistic view of the impact of business and apply ethical framework in decision making. Unit I and II and III will lay the foundation for this.

Focus on Employability/Entrepreneurship/Skill Development

Employers are looking for managers who can take ethically right, socially conscious and strategically profitable decisions. Students will know about the various factors that influence ethical decision making and be empowered to use ethical frameworks in taking ethical decisions. Students will also be able to appreciate the connection between behaving ethically and developing sustainable business in a globalized world.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

The focus of Unit IV is on linking ethical behaviour of business to sustainability (environment, equal development and profit). Unit V demonstrates how ethics will play out at work. This will include ethical behaviour of leaders, sexual harassment principles, corporate governance structures, protecting the whistle blowers etc. Unit II elaborates on the various ethical theories, Indian value systems and principles of rights and duties.

VII. COURSE MATERIALS

Business Ethics: An Indian Perspective by A C Fernando, Pearson Publication

Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization by Crane, Andrew and Dirk Matten, Oxford publishers.

Velasquez, Manuel G .2006. Business Ethics: Concepts and Cases. 6th ed. New Delhi: Prentice Hall of India (P) Ltd. Hartman, Laura P, Chatterjee A. 2004.



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SPECIALIZATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB304	PROJECT MANAGEMENT	30	2

I. COURSE DESCRIPTION:

Projects are an increasingly important aspect of modern business. Therefore, the course underlines the importance of understanding the relation between projects and the strategic goals of the organization. This course guides students through the fundamental project management tools and behavioral skills necessary to successfully manage projects from start to finish.

II. COURSE OBJECTIVES

- To develop the competencies and skills for planning and controlling projects and understanding interpersonal issues that drive successful project outcomes
- To Identify and analyze factors for successful projects, as well as reasons for failure based on specific case studies in the context of effective Risk Management

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand project management design, development, and deployment.
- Use project management tools, techniques, and skills
- Apply project management principles in business situations to optimize resource utilization, time optimization and manage quality.
- Align critical resources for effective project implementation
- Identify and use key performance metrics for project success
- Recognize and mitigate the early seeds of failure in the project life cycle

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	PROJECT MANAGEMENT FOUNDATIONS Importance of Project Management - Factors impacting the Organization - Internal & External - Processes, Policies & Procedures - Project Business case & Project Benefits Management Plan -	6
2	ROLE OF A PROJECT MANAGER Project Management Overview - Project Manager Sphere of Influence - Project Manager Competencies (Technical, Strategic & Business, Leadership) - Purpose of an organization - Communicating the values of the organization- Project Management Ethics	6
3	PROJECT FEASIBILITY STUDY Project Business Case – Project Benefits Management Plan	6
4	PROJECT MANAGEMENT PROCESS Develop Project Charter - Develop Project Management Plan - Direct and Manage Project Work Manage Project Knowledge - Monitor and Control Project Work - Perform Integrated Change Control - Close Project	6
5	PROJECT MANAGEMENT Project Stakeholder Management - Project Scope Management - Project Schedule Management - Project Cost Management Project Resource Management - Project Risk Management	6

V. COURSE PEDAGOGY

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. Experts from industry will deliver hands on experience to students.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Project management enables student to acquire behavioural and technical skills needed required to succeeding as project managers. UNIT III, IV and V will provide students a practical approach to manage a project. Students will gain knowledge on the steps involved in each phase of the project implementation.

Focus on Employability/Entrepreneurship/Skill Development

Project Management skills helps students to start their careers as Project Managers

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

In Unit II, the human values and professional ethics are discussed in terms of role of project manager

VII. COURSE MATERIALS

Clifford Gray, Erik Larson. 2005. *Project Management*. Tata McGraw Hill Edition.

John M Nicholas. 2012. *Project Management for Business and Technology - Principles and Practice*. 4th Edition. Pearson Education.

IV-SEMESTER
CORE



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB301	ORGANISATION CHANGE & DEVELOPMENT	60	4

I. COURSE DESCRIPTION:

This course is designed to provide students with a conceptual framework addressing the strategic importance of managing change and organization development (OD) in various agencies, human service organizations, community organizations and other settings. This course is designed to provide students with both the conceptual framework and the practical skills needed to design, implement and evaluate effective change and OD programs.

II. COURSE OBJECTIVES

- To make the students understand the Impact of Change
- To prepare students for Impending Changes
- To make the students Deal with Resistance
- To Becoming an Agent for Change
- To Building Good Relationships and Increased Confidence and Motivation

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand the fundamentals of managing change by identifying the levels of change, the misconceptions about change and the importance and benefits of change.
- Identify the steps of a change process, analyze a change situation, set goals, motivate employees, prevent failure, and monitor the progress of a change.
- Distinguish the truths and misconceptions about change differentiate between change and transition.
- Identify the factors that affect the response to change, recognize the styles of response, and identify the strategies to manage the endings phase.
- Recognize the information required during the new beginnings phase, as well as strategies to manage the new beginnings phase.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	ORGANISATIONAL CHANGE Meaning- Forces- Types – Theories of Change-Recent Approaches- Models of Change-Techniques –Skills-and Strategy for Managing Change.	12
2	MANAGING CHANGE IN HR Issues relating to Human Resource Process and Functions- HRD for Managing Change- HR Initiatives for Managing Change in Indian Organizations and in Global context.	12
3	ORGANISATIONAL DEVELOPMENT (OD) Meaning –History- Process-OD interventions- Types - Role of OD consultant-Applications of OD in India- New Trends in Indian Business Scenario-Need for OD interventions.	12
4	LEADING AND EVALUATING ORGANIZATIONAL CHANGE Visionary Leadership – Leadership Framework –Creating Shared Vision- Role of leaders in the Phase of Organizational change. Measurement and methods of evaluation – Feedback Process – Continuous Incremental Change.	12
5	MANAGING CHANGE IN KNOWLEDGE ERA Importance - knowledge management and Implementation- Steps in Implementation of Knowledge Management-Learning Organization- Disciplines and Operational Approaches of Learning Organizations- Guidelines to Build Learning-Integrated Model for Managing Organizational Change – Developing Organizational Culture.	12

V. COURSE PEDAGOGY

The learning will be through a combination of lecture sessions with PPT and case study analysis, live project assignments and Seminars.

The students will be assessed on the handling of cases, Role plays for Managing change in organisations and Live Projects. Seminar presentation and Test on Concepts.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs:

The inevitability of development and the ways of unleashing human expertise through Organizational Development for the purpose of improving performance are discussed in New Trends in Indian Business Scenario and Need for OD interventions (Unit-III).

Focus on Employability/Entrepreneurship/Skill Development

The importance of catalyzing the change process, the role of change agents and the skills required to communicate and overcome the inertia towards change are discussed in Unit-I.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Developing a conducive Organisational Culture (Unit-V), change models and change theories (Unit-I), HRD for Managing Change (Unit-II) and Essentials for the Effective Management of Change in work processes (Unit-IV) teaches both the hard and soft approaches of handling the change and professional, ethical way of managing change.

VII COURSE MATERIALS

Nilanjan S, Bhattacharya MS, Sengupta RN. (2006). *Managing Change in Organizations*. New Delhi: PHI.French

WL, Cecil HB. (1999). *Organizational Development*. 6th ed. New Delhi: PHI.

LorArussy (2018). *Next Is Now: 5 Steps for Embracing Change—Building a Business that Thrives into the Future*. Simon & Schuster



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB402	INTERNATIONAL BUSINESS MANAGEMENT	60	4

I. COURSE DESCRIPTION:

In this era of globalization, business operations have moved beyond national boundaries and have become truly global. Business now have the power to source material, money and man power from across the globe to satisfy the needs of their customers. Local businesses are now facing competition from global giants and multinationals are now finding new customers in unexplored areas. This happens within the confines of established global trade treaties. Even the environmental Impact of business is no longer local, and customer is demanding accountability across the global supply chains. This course will help the management students to understand the global nature of today's business.

II. COURSE OBJECTIVES

- To understand the concept of globalization, environmental and trade framework guiding international trade
- To understand the key import and exports of India
- To help the students acquire a global perspective on management in terms of cross-cultural understanding and adaptation.
- To understand basic concepts of establishing global business

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Learn the way of managing people across cultures in business
- Understand the concepts, theories and approaches of International business
- Identify the process of global business and practical steps involved in international business
- Recognize Cross Cultural Management and distinguish the similarities and differences across cultures

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	<p>ENVIRONMENTAL FRAMEWORKS</p> <p>Approaches to international Business: Political, Economic, Social, Cultural, Legal and Technological factors- Types of International Business, international collaborations, Global supply chains, and Global markets. Case studies of successful MNCs.</p>	12
2	<p>INTERNATIONAL TRADE THEORIES</p> <p>Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Heckshler-Ohlin, The Leontief's Paradox, Product life cycle theory, Porter's diamond model- Purchase Power Parity. Multi National Corporations, organization, design and structures</p>	12
3	<p>ORIGIN AND IMPORTANCE OF INTERNATIONAL ORGANISATIONS</p> <p>GATT/WTO/IMF/WORLD BANK/UNCTAD, IPR, TRIPS, TRIMS, Tariff and Non-tariff Barriers, Economic integration: Reasons, Levels of integration, Trade Blocks, Economic alliances – NAFTA, EU, ASEAN, SAARC, Rise of new economies: BRICS, India and China.</p>	12
4	<p>COUNTRY SELECTION OPERATIONS AND INDIA'S EXPORT AND IMPORT</p> <p>Country evaluation and selection, Modes of entry- Licensing, joint ventures and Export Management- World economic growth and environment – World financial environment – world trade and foreign investment trends; Recent growth in International business . International business negotiations& diplomacy: Asset protection, multilateral settlements. Export Scenario, Import-Export Policy, Export Documentation and Procedure, Globalization: reasons, drivers and restraining forces. Globalization with social responsibility</p>	12
5	<p>CROSS CULTURAL MANAGEMENT</p> <p>Cultural Diversity, Hofstede's Cultural Dimension, Comparison of Countries-India, EU, USA, China, Japan, Trompenaars' Cultural Dimensions, Role of Culture. Perceptions, interpretations and attitudes across cultures , Similarities and Differences across cultures, Organizational Cultures in MNCs</p>	12

V. COURSE PEDAGOGY

The learning will be through a combination of lecture sessions with PPT and case study analysis, live project assignments and Seminars.

Students will be evaluated on the following components:

Assessment tool	Percentage of final grade
Class participation and Viva Voce	10%
Assignment/Projects/Any other tests	20%
Internal Assessment test	20 %
Final Summative Assessment test	50%
Total	100%

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs:

The whole course is designed to help students get a holistic view of business is done in a globalised world. Business is no longer isolated, and Managers need to learn to tap the synergies possible through national and global integration and prepare for meeting challenges posed by the same. Unit II and III are designed to help student understand the international trade theories and organisations/ framework that help in this integration.

Focus on Employability/Entrepreneurship/Skill Development

The course will prepare managers to work across various cultures and educate them on the international policies affecting cross border operations.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Global supply chains and Global markets has forced to look at companies to change the way they saw their own carbon foot print. This course will help students understand how empowering communities, preserving environment and respecting various cultures is crucial for running global business.

VII. COURSE MATERIALS

Hodgettes, Rugman A M. , *International Business*. 3rd edition, Richard M, Pearson Education.

Daniels, John et al. 2010. *International Business: Environment and Operations*.13th edition. New Delhi: Pearson Edition.

Francis Cherunillam, 2010. *International Business: Texts & Cases*. PHI Learning Pvt. Ltd.



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
OPERATIONS	21XB403	TOTAL QUALITY MANAGEMENT	45	3

I. COURSE DESCRIPTION:

The course 'Total Quality Management' focuses to introduce the main principles of business and social excellence, to generate knowledge and skills of students to use models and quality management methodology for the implementation of total quality management in any sphere of business and public sector.

II. COURSE OBJECTIVES

- To learn the basic concepts of quality and quality from organizational point of view.
- To learn the concept of total quality management from western and Japanese approach.
- To learn the internal politics, quality culture, education and training of the organization.
- To be aware of international/national Quality awards

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand the basics of Total Quality Management and TQM approach for manufacturing/service organization in length.
- Identify the key aspects of the quality improvement cycle and to select and use appropriate tools and techniques for controlling, improving and measuring quality.
- Critically appraise the organisational, communication and teamwork requirements for effective quality management.
- Critically analyse the strategic issues in quality management, including current issues and developments, and to devise and evaluate quality implementation plans.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INTRODUCTION Definitions – TQM framework, Benefits, Awareness and Obstacles. Quality– Vision, Mission and Policy Statements. Customer Focus – Customer Perception of Quality, Translating needs into requirements, Customer Retention. Dimensions of product and Service Quality. Cost of Quality.	9
2	OVERVIEW OF THE CONTRIBUTIONS Overview of the contributions of Deming, Juran Crosby, Ishikawa, Taguchi techniques – Introduction, Loss Function, Parameter and Tolerance design, Signal to Noise Ratio. Concepts of Quality circle, Japanese 5S principles.	7
3	STATISTICAL PROCESS CONTROL(I) The Contemporary Issues Meaning and significance of statistical process control (SPC) – Construction of Control Charts for variables and attributes. Process Capability – Meaning, Significance and Measurement – Six sigma concepts of Process Capability. Reliability Concepts – Definitions, Reliability in series and parallel, and Product Life Characteristics curve. Total Productive Maintenance (TPM) – Relevance to TQM, Terotechnology. Business Process Re-engineering (BPR) – Principles, applications, reengineering process, benefits and limitations.	10
4	STATISTICAL PROCESS CONTROL(II) The Contemporary Issues Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), Building a HOQ, QFD process. Failure mode effect analysis (FMEA) – Requirements of Reliability, Failure Rate, FMEA stages, Design, Process and Documentation. Seven Old (statistical) tools. Seven New Management tools. Benchmarking and POKA YOKE.	10
5	QUALITY MANAGEMENT SYSTEMS Introduction to IS/ISO 9004:2000 – Quality Management Systems – Guidelines for Performance Improvements. Quality Audits. TQM Culture, Leadership – Quality Council, Employee Involvement, Motivation, Empowerment, Recognition and Reward.	9

V. COURSE PEDAGOGY

The learning will be by lecture session, power point presentation and discussion, problem solving, case study, group discussion.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Quality assurance managers play a crucial role in business by ensuring that products meet certain thresholds of acceptability. They plan, direct or coordinate quality assurance programs and formulate quality control policies by setting standards for quality and ensuring that manufacturing processes comply with standards at both national and international level. Unit – I contents are relevant to the Local and National Needs with TQM framework, Benefits, Awareness and Obstacles. Unit – II contents are relevant to the Local, Regional and National Needs with statistical process control (SPC)–Construction of Control Charts for variables and attributes, Process Capability and Concepts of Quality circle. Unit I contents, Customer Focus –Customer Perception of Quality, Unit II contents – Overview of the contributions of Deming, Juran Crosby, Ishikawa, Taguchi techniques and Japanese 5S principles, Unit III, Total Productive Maintenance (TPM), Business Process Reengineering (BPR), Unit IV contains Management tools, Benchmarking and POKA YOKE and Unit V contents, IS/ISO 9004:2000 are having Global Applications.

Focus on Employability/Entrepreneurship/Skill Development

Given the importance of Employability skills and entrepreneurial skills to individuals and business, contents from Unit-III, Statistical Process Control, Failure mode effect analysis (FMEA)–Requirements of Reliability, FMEA stages, Design, Process and Documentation and contents from Unit – V, Quality Audits, TQM Culture, Leadership – Quality Council, Employee Involvement, Motivation, and Empowerment are significant. Contents from Unit-I, Dimensions of product and service Quality, Cost of Quality & Unit – III Six sigma concepts of Process Capabilities, Unit – IV, House of quality (HOQ), Unit – V contents, Guidelines for Performance Improvements Recognition and Reward are significant to Employability and Entrepreneurship skill.

VII. COURSE MATERIALS

Dale H.Besterfield et al. 2018. *Total Quality Management*.3rded. Pearson Education:Delhi.

ShridharaBhat K. 2010. *Total Quality Management – Text and Cases*. 1 sted.Himalaya Publishing House: Delhi.

HR SPECIALIZATION



XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

A Jesuit Business School

St. Xavier's College (Autonomous),

Palayamkottai - 627 002

Specialisation/ Core	Course Code	Name Of The Course	Hours	Credits
HR	21XBH01	LABOUR MANAGEMENT & LABOUR CODES	45	3

I. COURSE DESCRIPTION:

The course '**Labour Management & Labour Codes**' focuses on institutional structures, policies and procedures in industries. The Central Government proposed to replace 29 existing Labour Laws with four Codes to simplify and modernise labour regulation. This course details the major challenge that facilitates employment growth while protecting workers' rights.

II. COURSE OBJECTIVES

- To study the workers' and employers' in Industries and the legal system at the institutional level
- To understand the compliances under labour laws
- To gain knowledge on the Development and growth of industrial democracy

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Describe the basic concepts of labour Management
- Summarize the importance of Code of Discipline
- Illustrate nature and scope of labour laws
- Outline the Workers Participation in Management
- Summarize the various key issues in Industrial relations Code 2020
- Formulate the various compliances and charter documents

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	LABOUR MANAGEMENT: Meaning-Labour Management system – Labour Management committees’ - Levels and Methods of Workmen Participation in Management-Essential Prerequisites For Effective WPM- Significance of WPM-Obstacles Of WPM- Imperativeness of Human Capital	9
2	CODE OF DISCIPLINE: Discipline and disciplinary action- objectives –forms and types-causes of indiscipline-types-steps— Practicing 5 S -Douglas McGregor’s Hot Stove Rule disciplinary of discipline- Essentials of Good Disciplinary System	9
3	NEW WAGE CODE –New Features & Highlights Common Changes across the 2020 Labour Codes-The Code on Wages, 2019 -- The Code on Social Security 2020- Social security entitlements- Provisions on appeals, assessment, and offences and penalties	9
4	LABOUR CODES 2020- The Occupational Safety, Health and Working Conditions Code, 2020-Threshold for coverage of establishments - Key Issues in the Industrial Relations Code, 2020 Comparison between fixed term employment, permanent employment and contract labour	9
5	COMPANY LAW AND LABOUR RELATIONS: Company Law 2013- Charter Documents- labour laws in India for private companies 2020 - Compliances under Labour Laws- Procedure for Strikes and Lock outs -IBC Code	9

V. COURSE PEDAGOGY

Much of the course involves case studies and readings. These activities require students to do weekly reading commentary. Students are expected to keep themselves updated with the provisions in law and the day to day occurrences in Industries. Through engaging with lectures, online learning activities, visit to various industries and participating in lecture and tutorial discussions, students will gain an appreciation for New Labour codes.

Assessment: The students will be assessed on the handling of cases, Role plays for Discipline and Disciplinary actions and Live Projects and Seminar presentations

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The Ministry of Labour & Employment is one of the oldest and important Ministries of the Government of India. The main responsibility of the Ministry is to protect and safeguard the interests of workers in general and those who constitute the poor, deprived and disadvantage sections of the society, in particular, with due regard to creating a healthy work environment for higher production and productivity and to develop and coordinate vocational skill training and employment services. Government's attention is also focused on promotion of welfare and providing social security to the labour force both in organized and unorganized sectors, in tandem with the process of liberalization. Yet issues of employment and workplace relations remain significant to economic prosperity and social harmony, particularly with the changing nature of work and of employment contracts at the local and National level. All these concepts are addressed in Unit-II , Unit-III & Unit -IV

Focus on Employability/Entrepreneurship/Skill Development

While there must be responsibility on behalf of government to provide the mechanisms that encourage participation of workers and enterprises in social dialogue, for social dialogue on skills development to work effectively, enterprises must participate in a responsible and positive manner, realizing that their productivity and competitiveness is reliant on a well trained and adaptable workforce. Workers must participate in social dialogue as both a right and a responsibility in order to realize decent work through access to continuing education and skills training in order to guarantee their skills remain marketable. This is emphasised in all the units of this course

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Labour falls under the Concurrent List of the Constitution. Therefore, both Parliament and state legislatures can make laws regulating labour. Thus, the code of ethics is incorporated into the employment contract as a schedule and provided to each employee when the respective contract is signed and to provide legal certainty to the employee regarding his or her rights and obligations. These contents are much dealt in Unit-III, Unit –IV and Unit -V.

VII. COURSE MATERIALS

Core Text:

Taxmann., (2020) *New labour and Industrial Laws* . Taxmann publications

Additional Reading:

Kapoor, G,k., Sanjay Dhamija.,(2019) *Company Law-A Comprehensive Text Book on Companies Act 2013* University Edition 22nd Edition.Taxmann



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
HR	21XBH05	EMPLOYEE EMPOWERMENT & ENGAGEMENT	30	2

I. COURSE DESCRIPTION:

The course “**Employee Empowerment & Engagement**” focuses on engagement that is consistently shown as something given by the employee who 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. This course also focuses on the Digital process of strategically optimizing the productivity of employees to ensure that all resources are in the right place at the right time.

II. COURSE OBJECTIVES

- To understand Employee engagement and empowerment which represent powerful ways to enhance productivity and profitability.
- To study the heightened level of ownership where each employee wants to do whatever they can for the benefit of their internal and external customers
- To understand the procedure for effectively engage workforce requirements digitally on a day-to-day basis.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Describe the basic concepts of Employee Empowerment & Engagement.
- Recapitulate the Automation and Engagement of Workforce

- Exemplify conscious efforts to minimize waste and reduction of cost
- Outline the Employee Analytics and facility management
- Summarize the various strategies of Employee Engagement with Digital Workforce.
- Create an augmented workforce with Artificial Intelligence

IV. COURSE CONTENT

UNIT	CONTENTS	Hrs
1	<p>EMPLOYEE EMPOWERMENT</p> <p>Employee Empowerment- Empowered Organisational structure – Employee Empowerment Resources –Conditions necessary for Empowerment –Employee Empowerment at workplace- Benefits of empowerment</p>	6
2	<p>EMPLOYEE ENGAGEMENT</p> <p>Understanding Drivers of Employee Engagement - Employee Engagement strategies – Enabling Employee Engagement in Practice – Developing and sustaining Employee Engagement</p>	6
3	<p>EMPLOYEE EMPOWERMENT & ENGAGEMENT</p> <p>Employee Engagement Ideas- Engaging and empowering Employees – Empowering Employees for Higher Engagement –Empowerment in Total Quality Management – Installing Engagement and Empowerment</p>	6
4	<p>DIGITAL WORKPLACE & EMPLOYEE ENGAGEMENT</p> <p>Dimensions of a Digital Workspace -Engaging Employees Digitally - Augmenting Workforce with Artificial Intelligence and Employee engagement -Understanding millennials’ workplace expectations</p>	6
5	<p>ENGAGING AND EMPOWERING EMPLOYEES IN DIGITAL ERA</p> <p>Empowering employees in Digital transformation -Key Elements- Intelligent Empowerment of employees in Digital Workspace- Workplace gamification – Gamification for Employee engagement</p>	6

V. COURSE PEDAGOGY

- Use power point presentation and G D to understand basic concept.

- Case studies to understand the process of EEE which will be supplemented by a practitioner from Industry.
- Assignments on performance standards
- Individual and team assignment to explore on empowerment in companies

VI. Significance

Focus on Employability/Entrepreneurship/Skill Development

Engaged employees feel aligned with their organizations' purpose, values and vision. Their work is meaningful to them because their leader helps them see the connection between what they do and the success of the organization. The effective leader also understands that gaining their team's commitment to the organization's values increases the team's performance standards as well as their engagement. It is very much evident that there is greater Focus on Employability, Entrepreneurship and Skill Development in the course contents as a whole

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

An engagement model which is a framework that defines collaboration between a client and an outsourcing vendor determines a level of control and responsibility, as well as provides a base for further relationship development. This is very well focused in Unit-V. The content of this unit is much relevant to Gender equality and sustainability.

VII. COURSE MATERIALS

Core:

Glenn Elliott and Debra Corey., (2018) *Build It: The Rebel Playbook for World-Class Employee Engagement*. Wiley Publications

Additional readings:

Jarrold McGrath.,(2018). *The Digital Workforce: The 5-Step Methodology to Smarter Workforce Management*. Smart Wfm Pty.Ltd

Amelia Manuti ., Pasquale Davide de Palma.,(2017)*Digital HRA Critical Management Approach to the Digitilization of Organizations*. Research Gate.



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
HR	18 XB H03	TRAINING & MENTORING	30	2

I. COURSE DESCRIPTION:

This course deals with the process of training and developing people in organisations. It covers a variety of approaches to instruction and learning with practical application. It also includes the study of core functions of human resource development and the development of an understanding of workplace competency standards. The course helps to design and conduct needs analyses and also helps to plan, implement and evaluate training programs.

II. COURSE OBJECTIVES

- To explain the role of training and development in human resources management
- To describe the psychology of the learning process on which training is based
- To analyze the training needs of an organization
- To assess, design, access and implement various methods, techniques and sources of training.

III. COURSE OUTCOME & ASSURANCE OF LEARNING At the end of this course, the students will be able to

- Recognize the importance of training and understand the various training needs and analysis in any organization
- Understand the importance of training module and curriculum development
- Implement the different methods of training analysing the need of the organization
- Differentiate the different models of training and understand their importance
- Evaluate the different kinds of training based on the industry you work for
- Generate a training plan or a curriculum based on the necessity of the organization

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	<p><u>TRAINING& MENTORING:</u> Introduction to training: need and importance of Training and development in organization - A Systematic Approach to Training & Development -Training phase – Mentoring – Meaning, Definition, Importance, Process of Mentoring, Benefits</p>	6
2	<p><u>TRAINING MODULES & CURRICULUM DEVELOPMENT:</u> Trainee readiness - Developing a Training Module - Curriculum development -Steps in Curriculum Development-Training Plan - Planning for Implementation</p>	6
3	<p><u>METHODS OF TRAINING:</u> Instructional Approaches: Internal Training Vs External Training Training Methods-On the job,Off the job training-Role of Trainers - Qualities of Good Trainers - Corporate training - Training to Trainers - On Line Training-International education-training methods- Training on line Platforms</p>	6
4	<p><u>TRAINING EVALUATION:</u> Training Evaluation and Measurement: Introduction to evaluation process - Introduction to criteria development - Choosing criteria measures – Evaluation - The Models of Training Evaluation -</p>	6
5	<p><u>PRACTICUM IN TRAINING& REVERSE MENTORING:</u> Training in Service Industry , Manufacturing Industry, Entrepreneurs - Sales Training – IT & ITES Training –Training in Defence forces - Reverse Mentoring- Reverse Mentoring in Companies, Industries</p>	6

V. COURSE PEDAGOGY

Exploring the training programmes conducted in various companies in the internet. Integrating the pedagogical simulation with the Elaboration of the Session Planning and Application of Evaluation Techniques and Tools

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Providing different types of training available in Army, Navy & Airforce will help student understand the various opportunities available to serve the nation. This is clearly discussed with the various job opportunities and training provided in the field of Army, Navy & Airforce

Focus on Employability/Entrepreneurship/Skill Development

Unit-III and IV focuses on the significance of the entrepreneurial environment and entrepreneurial motivation. It discusses the entrepreneurship training methods. The methods of training conducted in various industries is much addressed in Unit – 4

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Training Evaluation is an integrated, result oriented training approach are used across a range of sectors and domains in a variety of contexts. It addresses some of the most pressing concerns, such as designing effective strategies and related monitoring and evaluation and responding to training in a complex context. All these are very much addressed in Unit-5. Mentoring and Reverse mentoring are included in Unit 1 and 5, in order to make students understand the need and importance of mentoring which forms the basic value of our institution.

VII. COURSE MATERIALS

Core Text:

Rolf Lynton P, PareekUdai (2011). *Training for Development*. New Delhi : Vistaar Publications.

Developing Mentoring and Coaching Relationships in Early Care and Education: A Reflective Approach, 1st edition, Marilyn Chu

Additional Reading:

Sahu R, K. (2005) .*Training for Development*. New Delhi: Excel Books.

The Leader's Guide to Coaching & Mentoring: How to Use Soft Skills to Get Hard Results, 1st edition
Mike Brent, Fiona Dent



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
HR	21XBH04	LEADERSHIP COMPETENCIES	45	3

I. COURSE DESCRIPTION

For any organization to succeed, it needs to have strong leadership. People who can manage their teams effectively in order to get the most productivity out of them are essential. This course equips the students with adequate leadership styles that can help make people become more effective leaders and managers. This course focuses on leadership competencies and skill development that promotes better leadership in the New Normal.

II. COURSE OBJECTIVES

- To understand Leadership competencies, skills and behaviors that contributes to superior performance of the organization
- To identify the Leadership Style that best suits the workplace
- To recognize the effective Leadership practices that accommodates in the New Normal Phase

III. COURSE OUTCOME & ASSURANCE OF LEARNING

By the end of the course, the students will be able to

- Comprehend the characteristics of a Leader and Leadership Principles
- Clarify the vision during times of Change and the ways to stay connected with the employees
- Differentiate Leadership and Power and the need for power to influence, develop and learn the ability to do the job of a leader.
- Illustrate the various types of leadership
- Gain knowledge and understanding of leadership competency models in the new normal
- Cultivate a sense of self-awareness through identifying a leadership vision, mission, style and values

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	LEADERSHIP CHARACTERISTICS Characteristics of a Leader -Leadership Principles – Theories of Leadership - Qualities of Leadership- Management Practices for Effective Leadership	9
2	LEADERSHIP & CHANGE Hall marks of Leadership-Leadership and Power-Leadership and Hierarchy- Leaders as Encouragers & Motivators-Team Leaders-The Role of Leadership in Change Management – Implementing Work Life Balance to Employees	9
3	TYPES OF LEADERSHIP Functional Leadership- Stewardship- Servant Leadership - Situational Leadership – Cross Cultural Leadership- Fiedler's Contingency model of leadership-Women in Leadership-Global Leadership – Digital Leadership	9
4	LEADERSHIP STYLE IN ORGANISATION PERFORMANCE Organisation Culture - Leadership style in Organisation Culture- Leadership style and effectiveness – Leadership style in Managerial Performance - Leadership Style in Organisation Performance –Conflict Management – Leadership Style in Change Management	9
5	LEADERSHIP COMPETENCIES Leadership Core Competencies- MICE – Leadership competencies in the New Normal-leadership competencies in Modern India- Global Leadership Competencies Leadership Competency Model	9

V. COURSE PEDAGOGY

Since learning takes place through experience, the main focus is to provide opportunities for hands-on learning. They will be exposed to various leadership styles through real time situations. The students will be assessed on the handling of cases, Enacting Role plays for various types of Leadership, Constructing Leadership Competency Model and carrying out Live Projects.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs:

A team or any business organization will be composed of individuals who come from totally different educational, social, economic and cultural backgrounds. Experienced employees also have different work experiences and corporate cultural backgrounds. This puts each individual at a different emotional maturity level when they join the organization. These topics are well dealt in Unit-I & III. A situational leader can help ease tension in the workplace by leading his team to concentrate on their responsibilities

at work. He can adjust to the situation by exercising the task-oriented leadership approach and keeping his employees on the right track of achieving organizational goals, despite having different political belief systems. These topics which are relevant of National, Regional and Global Developmental Needs are focused in Unit-II.

Focus on Employability/Entrepreneurship/Skill Development

A well-formed plan of action will provide a leader with clarity to better prioritize and allocate the time and other resources. Essentially, the actions plan will become a guidebook, setting the leader back on track on the days that are filled with competing priorities. This concept which is a part of Entrepreneurship and skill development is very much focused in Unit-IV

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Being an effective leader today and especially while navigating our "new normal," is about honesty, plain and simple. It means being honest in your day-to-day interactions, honest in the way you do business, and honest about the status of the organization. Meeting the challenge of the new normal means focusing on leadership capabilities that enable your leaders to be agile, resilient, and adaptive is discussed widely in Unit-V

VII.COURSE MATERIALS

John Baldoni. (2019) *Grace: A Leader's Guide to a Better Us*: Indigo River Publishing

David Marquet, L.(2020) *Leadership Is Language: The Hidden Power of What You Say--and What You Don't*: Portfolio Publications



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
HR	21XBH05	TALENT MANAGEMENT	45	3

I. COURSE DESCRIPTION

Management of talent in the workplace is a matter of central concern to all managers and not only to HR professionals. Therefore, all managers, irrespective of their functional areas, are called on to solve problems that involve significant Talent Management issues. Basic knowledge and better understanding of Talent Management would help them in solving such problems. This course aims at imparting knowledge of Talent Management and Employee Relations.

II. COURSE OBJECTIVES

- To assess an organization's approach to Managing talent and its alignment with overall business strategy
- To devise strategies for developing, engaging and retaining key talent
- To learn the techniques for fostering a culture that supports Talent Management efforts

III. COURSE OUTCOME & ASSURANCE OF LEARNING

By the end of the course, the students will be able to

- Understand the Talent Management Process and its techniques
- Elucidate the ways to achieve optimum performance in an organization
- Apply Talent Management Strategy and programme
- Illustrate the Talent Management Tools with real time Examples
- Gain knowledge and understanding of Talent Rediscovery in Recruitment.
- Expand towards Diversity Sourcing and GiG Economy.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	<p>SCOPE AND SIGNIFICANCE OF TALENT MANAGEMENT</p> <p>Talent Management Process-Techniques of talent management - Pillars of Talent Management –Benefits of Talent Management- Talent Management Consulting- Talent Management as a profession - Correlation Between Talent Management and Company’s Performance- Talent Management – Challenges</p>	9
2	<p>PERFORMANCE MANAGEMENT &TALENT MANAGEMENT</p> <p>Stages of Performance Management -Performance Management tools – Achieving optimum Performance- – Millennial in the Lead -Artificial Intelligence in Performance Management Performance Management and Talent Development</p>	9
3	<p>TALENT MANAGEMENT AND ITS IMPLEMENTATION</p> <p>Competency Mapping – A Strategic Approach to Talent Management in Workplace - Knowledge sharing- Formulation of Talent Management strategy and Programme – Critical Success Factors in Talent Building an effective Talent Management Strategy – Building a game changing Talent Management Implementation</p>	9
4	<p>TALENT MANAGEMENT MODELS</p> <p>Technology Components for Talent Management –Maximizing Talent through Cloud- E –Commerce and Talent Management- Talent Rediscovery for Recruiting- Talent Management Models – The 5 Bs, The AARRR Model- Total Quality Talent Management- Bench Marking, Metrics and Talent Management.</p>	9
5	<p>CURRENT TRENDS IN PERFORMANCE & TALENT MANAGEMENT</p> <p>Future of Work Place – Using Technology for performance Assessment –SAAS , Visual Dashboards –Talent Management in Growing GIG Economy – Diversity Sourcing –Shift towards Skilling, Upskilling and Reskilling – Future of Talent Management</p>	9

V. COURSE PEDAGOGY

The subject involves case studies and readings. These activities require students to do weekly presentation on browsing the various Talent Management process observed in companies. The students will be assessed on the presentation and their participation in Case Discussions.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs:

Today's workforce has matured and candidates have become increasingly savvy about what they need both skills and job application perspective. Technology and Talent Management and Talent Management Implementation which are found in unit-4 &5 is very much relevant to National Regional and Global context.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Today's global economy has created a more complex and dynamic business environment in which most organizations must learn to compete effectively to achieve success and sustainable growth. There is considerable evidence that organizations worldwide face formidable talent challenges. The ability to attract, develop, and retain a needed supply of quality talent is a challenge facing all organizations. The contents in Unit-3 & 5 gives a brief outlook on Managing Talents in the future workplace with Human values and Professional Ethics.

VII.COURSE MATERIALS

Edward E.Lawler III., (2017) *Reinventing Talent Management: Principles and Practices for the New World of Work*. McGraw Hill education.

Marc Effron., (2018).*One Page Talent Management, with a New Introduction: Eliminating Complexity, Adding Value*. Harvard Business Review.

FINANCE SPECIALIZATION



XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

A Jesuit Business School

St. Xavier's College (Autonomous),
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SPECIALISATION	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
FINANCE	21XBF01	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	45	3

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 various investment avenues and will start assessing risks associated with those securities. 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 constructing, managing and evaluating Portfolios.

II. COURSE OBJECTIVES

- To acquaint the students with various investment avenues
- To make students understand various risks and return associated with each security.
- To analyse the present and future value of securities by using fundamental and technical analysis
- To give practical knowledge and experience in stock market through trading on virtual platforms
- To develop the skills required to Construct, Evaluate and Revise a Portfolio for a specific investment policy.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Aware of the types of investment
- Understand the risk-return associated with various types of securities
- Estimate the present and future value of a security using fundamental and technical analysis
- Demonstrate the skills required for trading in the Share Market
- Analyse the risk profile of retail investors and construct a portfolio for them
- Evaluate and revise the Portfolio constructed

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INVESTMENT SETTING Investment: Meaning - Financial and Economic Meaning of Investment - Characteristics and Objectives of Investment - Gambling Vs Speculation Vs Investment - Types of Investment - Investment alternatives – Risk and return concepts.	7
2	FUNDAMENTAL ANALYSIS Economic Analysis: Economic Forecasting and Stock Investment Decisions - Forecasting Techniques – Industry Analysis: Industry Classification - Industry Life Cycle – Company Analysis: Measuring Earnings - Forecasting Earnings - Applied Valuation Techniques – Graham and Dodds Investor Ratio.	9
3	TECHNICAL ANALYSIS Fundamental Analysis Vs Technical Analysis – Dow Theory – Trend - Trend Reversals – Chart Patterns – Oscillators - Market Indicators: Moving Average, Relative Strength Index (RSI) and Rate of Change (ROC), Efficient Market Theory.	10
4	PORTFOLIO CONSTRUCTION Portfolio Construction - Approaches, Markowitz Model - Efficient Frontier – Constructing Optimal Portfolio – Capital Asset Pricing Model (CAPM) – Arbitrage Pricing Theory (APT).	9
5	PORTFOLIO EVALUATION AND REVISION Portfolio Evaluation – Mutual Funds - Sharpe's – Treynor's - Jensen's Performance Measures of Portfolio Evaluation, Portfolio Revision - Portfolio Revision Strategies.	10

V. COURSE PEDAGOGY

Each concept will be introduced and explained by lectures, chalk and board method and power point presentations. Students will be trained to collect financial and market data from various web sources for the analysis and will be taught with Hands-on practice exercises using MS-Excel. Learning will take place by playing virtual stock market trading game and it will be assessed at the end of the course by having the discussion. Students will be taught CAPM Model, construction, evaluation and revision of portfolios through the application of MS-Excel.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

An analyst must have an understanding of the securities and security market. To mobilize savings and investment, not only the knowledge of securities in local market is enough but it requires the knowledge of National and Global markets. So following are the Contents relevant in preparing

students for local to global developmental requirements, UNIT I - Investment alternatives; UNIT II – Fundamental Analysis; UNIT III – Technical Analysis.

Focus on Employability/Entrepreneurship/Skill Development

Security or Investment analysts are valued for their ability to employ investment of an organization with an anticipation of required return. UNIT I – Evaluation of Risk and Return, UNIT II – Fundamental Analysis, UNIT III – Technical Analysis, UNIT V – Evaluation and revision techniques are the contents that help developing employability skill of students those who want to take up their career in the field of Securities Market.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

It is a responsibility of an every individual to encourage ethical and fair trade practices in the market. Contents from UNIT III – Economic Analysis, Industry Analysis and Company Analysis encourage them to have an understanding of the environment in which they make trade and Contents from UNIT IV & UNIT V – Portfolio Management enable them become effective investment analysts who bridge gap between the needs of Investors and companies to make sustainable investment and to set sustainable capital market.

VII. COURSE MATERIALS

Core Texts:

- Bhalla. V. K (2000). *Investment management*. (7 ed.). New Delhi: S. Chand & Company Ltd.
- Donald E. Fischer, Ronald J. Jordan. 2011. *Security Analysis & Portfolio Management*. 8th ed. New Delhi: Prentice Hall of India Private Ltd.

Additional Reading:

- Pandian P. 2001. *Security Analysis & Portfolio Management*. New Delhi: Vikas Publishing House Private Ltd.
- Prasanna Chandra. (2010). *Investment analysis & portfolio management*. New Delhi: McGraw-Hill Professional.
- Kevin S. 2015. *Security Analysis and Portfolio Management*. New Delhi: PHI Learning Pvt Ltd.



XAVIER INSTITUTE OF BUSINESS ADMINISTRATION (XIBA)

A Jesuit Business School

St. Xavier's College (Autonomous),
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SPECIALISATION	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
FINANCE	21XBF02	FINANCIAL INSTITUTIONS AND SERVICES	45	3

I. COURSE DESCRIPTION:

This course familiarises the students to understand the various financial institutions and financial products. The course focuses on retail banking, micro finance institutions, insurance and mutual funds and digital payments.

II. COURSE OBJECTIVES

- To help the students to understand the concepts of various financial institutions and their products and service offerings
- To comprehend various retail banking products and services
- To analyse the micro finance institutions and its impact on the unorganized sector
- To understand the insurance industry and products
- To gain knowledge of the mutual funds industry and products
- To get familiarized with digital payments

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand various retail banking services
- Understand the structure, function and purpose of micro finance institutions
- Evaluate various insurance policies and its usage as a risk mitigation tool
- Analyse various mutual funds and systematic investment plans
- Evaluate the digital payments and payment infrastructure

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	RETAIL BANKING Retail Banking Overview – Deposits, Deposits, Cheques and Cash Management Services, Payroll services – Retail Loan Services - Credit Card Services - Investments - Third party products - Distribution services - Non-residential banking services and trade services – NPA Management - Legal aspects of lending – DRT – DRAT- NBFC	9
2	MICRO AND SMALL FINANCE INSTITUTIONS Rural Finance - Overview, Financial inclusion in India, Issues and Regulations - Micro Finance products and lending models and priority sector lending - Livelihood and Micro Enterprise Development Programs-Impact of Microfinance on unorganized sector	9
3	INSURANCE Insurance Overview – Importance of Insurance – Types of Insurance – Principles of Insurance – Regulatory Authority – IRDA– Insurance Companies in India and its functions – Different types of Insurance policies (Main policies) – Insurance intermediaries – Role of Insurance in economic development of India	9
4	MUTUAL FUNDS Mutual Funds – Overview – Structure of Mutual Funds - Management of Mutual Funds - Types of Mutual Funds – Regulation of Mutual Funds – Pros and Cons of Mutual Funds – Systematic Investment plans	9
5	DIGITAL PAYMENTS Banking Cards – Unstructured Supplementary Service Data(USSD), Aadhar Enabled Payment System(AEPS), Unified Payment Interface (UPI), Mobile Wallets, Bank Prepaid Cards, PoS Terminals, Internet Banking, Mobile Banking, Micro ATMS – Cyber security for digital payments - Crypto currencies	9

V. COURSE PEDAGOGY

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. Experts from industry will deliver guest lectures and hands on training.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The Unit I - retail banking, UNIT II - micro finance institutions, UNIT III – insurance, UNIT IV - mutual funds and UNIT V - digital payments enable the students to understand the various services and products offered by each of the financial institutions. This helps the students to have a broad understanding of the Indian financial institutions and its vital role in the economic growth of the nation. UNIT II - micro finance institutions focuses on the financial inclusion and how unorganized sector can be empowered by financial inclusion. UNIT III – insurance, focuses on the various insurance products, investments opportunities and importance of managing risk using insurance products. UNIT IV – mutual, focuses on the risk diversification and the systematic investment avenues available in mutual fund products. UNIT V - digital payments, focuses on the various digital platforms available in India and how digital payments system and digital infrastructure play a vital role in financial inclusion.

Focus on Employability/Entrepreneurship/Skill Development

The Unit I - retail banking, UNIT II - micro finance institutions, UNIT III – insurance, UNIT IV - mutual funds and UNIT V - digital payments, equips the students with the knowledge of the various services and products offered by these financial institutions and this would enable the students to find employment opportunities in these financial institutions.

VII. COURSE MATERIALS

Core Text:

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

Additional Reading:

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



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SPECIALISATION	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
FINANCE	21XBF03	MERGER AND ACQUISITIONS	15	1

I. COURSE DESCRIPTION:

This course is designed to be an overview of the Merger & Acquisition process for students. This course discusses the different methods of corporate restructuring, types of merger, merger process, and strategic approaches to merger and cross border integration, planning and execution of merger.

II. COURSE OBJECTIVES

- To help the students illustrate the reasons for merger decisions in corporate sector and Strategic approaches to merger process, incorporate it during the restructuring situations
- To make the students focus on types of mergers
- To make the students explore the mergers process in corporate sector
- To teach how business managers add value to their companies or enterprises
- To make the students understand the cross-border integration process

III. COURSE OUTCOME & ASSURANCE OF LEARNING

Upon completing this course a student should be able to:

- Differentiate Merger, Acquisition and Takeovers and the different types of merger
- Understand the basic concepts of Mergers & Acquisitions
- Perform SWOT Analysis
- Learn the corporate restructuring methods

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	CORPORATE RESTRUCTURING Different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP).	2
2	TYPES OF MERGERS Reasons for Merger, Types of Merger, Benefits and cost of Merger – Synergy of Mergers – Value creation in horizontal, vertical and conglomerate mergers	2
3	MERGER PROCESS Evaluation of merger proposal - Organizational and human aspects – Managerial challenges of M & A - Dynamics of M&A process - Identification of targets – Negotiation -Closing the deal	3
4	MERGERS AND ACQUISITION – A STRATEGIC APPROACH Strategic Financial approaches to M&A - SWOT Analysis, BCG matrix, Porter's Five forces model - Industry life cycle and product life cycle analysis in M&A decision	3
5	CROSS BORDER INTEGRATION, PLANNING AND EXECUTION Managing Pre-PMI Due Diligence – Ramping up Integration Management – Day one in Cross border deals – Integration Decision Making and Process Strategy in Cross Border Deals – Post Merger Integration Process, Methodologies and Tools – Cross border synergy program management	5

V. COURSE PEDAGOGY

This course will be taught by lecturers using power point presentation.

- Students will be involved in class room discussions
- The students will be assessed on the basis of case studies, presentation and assignments

The students will be assessed on the basis of

- Individual assignments
- Group presentations on Case Studies
- Snap Tests
- Class Participation
- Written Examination

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Businesses always look for opportunities to expand their company by mergers and acquisitions. Mergers are more of a level playing field, with each company standing to benefit from the deal, but still involve negotiation and plenty of due diligence on the part of both parties. Merging with a competitor allows companies to acquire a larger market share.

Focus on Employability/Entrepreneurship/Skill Development

Strategic Decision making skills will help the managers to implement the corporate restructuring successfully. Understanding the Merger process will help them for a successful career in corporate mergers.

VII. COURSE MATERIALS

Core Texts:

James. C. Van Horne.(2009). *Fundamentals of Financial Management*. (13th ed).NewDelhi: Pearson education.

Khan M.Y.(2017). *Financial Services*.(9th ed). New Delhi: Tata McGraw Hill.

Additional Reading:

Ernst and Young. (2018). *Master Guide to Merger and Acquisition in India*. (5th ed). New Delhi, India: Wolter S Kluwer.



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SPECIALISATION	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
FINANCE	21XBF04	DERIVATIVES MANAGEMENT	45	3

I. COURSE DESCRIPTION:

This course is designed to have an overview of the Derivatives Market and Risk Management. The course discusses the types of instruments, the risk management frameworks, overview of the 2008 financial crisis, lessons learnt from the crisis and ethics in derivatives trading.

II. COURSE OBJECTIVES

- To help the students to understand the concepts of various derivative instruments
- To gain knowledge of the different types of derivative instruments
- To gain knowledge of the pricing methodologies for Options
- To learn the risk management framework
- To understand the root cause of the 2008 financial credit crisis
- To learn the ethics in derivatives trading

III. COURSE OUTCOME & ASSURANCE OF LEARNING

Upon completing this course a student will be able to:

- Gain the concepts of various derivative instruments
- Acquire knowledge of the risk management framework and the types of risks
- Gain understanding of the financial crisis and ethics in trading
- Learn the methods of pricing of the instruments in Derivatives Market.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	DERIVATIVE MARKETS – OVERVIEW Introduction to Derivatives - Role of Derivative Markets–Types of Derivative Instruments - OTC Derivatives - Market participants - Role of Central Counterparty	6
2	OPTIONS Options Contract Definition – Reading an Option Quote – Types of Options – Options pricing – Factors affecting Option prices – Binomial Option pricing model - Black-Sholes-Merton Model - Option Greeks – Options strategies	12
3	FORWARDS FUTURES AND SWAPS Forwards and Futures – Hedging Strategies - Swaps – Swaptions – Traded Products – Interest rate swaps – Currency Swaps	10
4	RISK MANAGEMENT Basel Accord – Risk Management Framework and Strategies – Capital Adequacy Framework - Credit Risk – Market Risk – Operational Risk	8
5	ETHICS IN DERIVATIVES TRADING Securitization process – Credit Derivatives - Understanding the Financial Crisis of 2008 - Transparency in Derivatives Trading – Ethics in Derivatives Trading	9

V. COURSE PEDAGOGY

The course will be taught by lectures, chalk and board method, discussion, problemsolving using MS Excel, Case studies and power point presentations. Students will be given for discussion contemporary issues related to real world derivative market. The students should know principles behind the pricing and utilization of derivatives as an investment tool plus hedging instrument.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Sophistication of market participants, Globalization of finance, regulatory modernization and technological advancement are the key drivers for the growth of derivative market at local, national and global level. For the purpose of Price discovery and Risk Management, the students are trained in financial derivative market with the help of the knowledge obtained from UNIT I – Overview of Derivative Market, Types of Derivative traders, various derivative instruments and types of order in Derivative Trading; UNIT II – Mechanics of option trading, UNIT III – Hedging Strategies.

Focus on Employability/Entrepreneurship/Skill Development

Understanding derivative valuations plays a vital role in taking up career in the derivative market.

UNIT II – Options key concepts and pricing methodologies helps the students to price Options and concepts of risk management helps the students to price the Derivative Instruments.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Derivatives play a pivotal role in Economic Development. Lack of ethical analysis is the main reasons of financial management mistakes. UNIT V – Understanding the futures of Indian Derivative Markets target helps students to be the ethical trade practitioners.

VII. COURSE MATERIALS

Core Texts:

John C. Hull. 2012. *Options Futures and other Derivatives*. 8th ed. New Delhi: Pearson Education.

Kevin. S. 2014. *Commodity and financial derivatives*. New Delhi: Prentice Hall of India Private Ltd.

Additional Reading:

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

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



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SPECIALISATION	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
FINANCE	21XBF05	INTERNATIONAL FINANCIAL MANAGEMENT	45	3

I. COURSE DESCRIPTION

This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. This course aims to familiarize students with international financial transactions and Operational aspects of foreign exchange markets. It focuses on forex market participants, exchange rates determination, international arbitrage, foreign exchange risks and its management and international capital market. It enables students to understand the crux of international financial market.

II. COURSE OBJECTIVES

- Understand the various stages of expansion overseas that multinational corporations utilize in order to benefit from globalization
- Describe the international monetary system and the foreign exchange markets
- Forecast exchange rates based on the parity conditions that should apply between spot rates, forward rates, inflation rates, and interest rates
- Convert currencies using spot, future, and cross rates and identify arbitrage opportunities
- Describe how interest rate risk affects financial decision making in the international business arena

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Explore the international integration of financial markets and analyze implications for financial managers
- Identify derivative instruments and strategies used by multinational corporations to hedge financial risks
- Apply critical thinking skills in identifying and evaluating international financial issues and information
- Use analytical skills to identify and analyze material factors that are involved in business problems

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	CONCEPT OF INTERNATIONAL FINANCIAL MANAGEMENT International Finance– International Financial Environment – International Business Methods – Nature of International Risk Exposure –Fixed and flexible exchange rates.	7
2	MANAGEMENT OF SHORT-TERM & LONG-TERM INTERNATIONAL FINANCING Short-term International Financing – Long-term International Financing – Project Appraisal and Capital Budgeting – International Capital Flows – Foreign Investment (Direct and Portfolio, GDR and ADRs) – Multinational Taxation -Foreign Venture Capitalist	10
3	INTERNATIONAL BUSINESS OPERATIONS AND PRACTICES Operational Strategies of MNCs – Nature of International Business Finance and its practices – Management of Multinational Operations – Sources of Funds for MNCs – Financial Reporting Standards and practices	10
4	FOREX MARKET FEMA - International Financial System and Forex Market – Factors influencing foreign exchange markets - Spot Market and forward market Exchange Rate.	9
5	MANAGEMENT OF RISKS IN INTERNATIONAL TRANSACTIONS Management of Operational Exposure – Country Risk Management – Management of International Transactions Exposure.	9

V. COURSE PEDAGOGY

Recent case studies will be discussed to understand the theoretical base in practical field of international Financial Management. Real time problems will be worked out to understand the complications of international finance.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

International Financial Management plays an important role in the Indian economy. FDI's, FFIs and FII's play a key role in the stock and capital markets. The students of International Financial Management are the future financial managers operating in international markets, for goods, services and finance. Therefore UNIT I, II, III, IV & V ensures to deliver the knowledge required to contribute to the national and Global Developmental needs.

Focus on Employability/Entrepreneurship/Skill Development

With increasing globalisation and opening up of the economies to free market forces of competition and efficiency, the role of multinational trade and finance has grown by leaps and bounds in the last decade. Unit IV and V focuses on training the students to develop skills required to manage risks in international transactions.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

The international forces are throwing new challenges to the Finance Manager. UNIT III deals with the accepted standards of ethical business conduct while going for overseas operations.

VII. COURSE MATERIALS

Core Texts:

Avadhani, V A., 2011. *International Financial Management*, II Revised Edition. Mumbai: Himalaya Publishing House.

Apte, P G., 2007. *International Financial Management*, 4th Edition. New Delhi: Tata McGraw Hill.

Additional Reading:

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

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

MARKETING SPECIALIZATION



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
MARKETING	21XBM01	CONSUMER BEHAVIOUR	45	3

I. COURSE DESCRIPTION:

The course examines consumer behaviour from different disciplinary perspectives. This course is used to develop and understanding about the many aspects of consumer behaviour and its applications in marketing. It will help the students take a holistic view of the buyer; it will equip them with knowledge of various models and frameworks to help understand buyer behaviour and align the knowledge with formulation of appropriate marketing strategies.

II. COURSE OBJECTIVES

- To understand the theoretical and conceptual concepts of buyer behaviour.
- To know the factors that influence consumers for buying.
- To know the recent trends in consumer behaviour.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand the consumer behaviour
- Recognize the marketing strategy that attracts consumers.
- Analyze the psychological, social and cultural dimensions that influence the individual's Consumption related behaviour.
- Identify the external influences in consumer behaviour.
- Appreciate the consumer decision making process and apply them in business.
- Learn the recent trends in consumer behaviour.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INTRODUCTION Concept-Relevance of Consumer Behaviour Study-Development of Consumer Behaviour as a separate field of study-Nature and Importance of Consumer Behaviour- Changing characteristics of Indian Consumers.	9
2	INTERNAL INFLUENCES Consumer Motivation – Consumer Personality –Consumer Perception and Life Style – Consumer Learning –Attitude and Behaviour.	9
3	EXTERNAL INFLUENCES Social class- Culture- Subculture-Cross Cultural Marketing Analysis-Reference Group and Family Influences.	9
4	CONSUMER DECISION MAKING Meaning-Buying Motives-Buying Roles-Types of Decision Making-Households Decision Making-Diffusion of innovations-Opinion leadership.	9
5	RECENT TRENDS IN CONSUMER BEHAVIOUR Green Consumer behaviour-Behaviour in digital market -Health Conscious consumer-Neuro Marketing- Consumerism.	9

V. COURSE PEDAGOGY

This course will be taught through lectures and discussion, using multimedia such as (power point presentation, audio visuals), Case Studies based on the concepts, reading articles from the business magazine and newspapers. Students also assessed on group presentation, assignment, role play and concept viva.

- Formative Assessment: The students will be assessed on the case studies, concept viva etc
- Summative Assessment: Seminar presentation and Test on Concepts.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The key content of the subject is on consumer behaviour. Unit 1 Characteristics of Indian consumer & Unit 2 Consumer Motivation – Consumer Personality –Consumer Perception and Life style –Consumer Learning – Attitude and Behaviour are relevant to the national and Global consumers which helps in developing marketing skills related to consumers.

Focus on Employability/Entrepreneurship/Skill Development

The contents from Unit-4 Buying motives-Buying roles-Types of decision making -Models- Households decision making and Diffusion of innovation emphasize the importance of employability and gaining entrepreneurship skills.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Contents from Unit3 Individual determinants and Unit-V application knowing about green consumer behaviour will explore Environment and sustainability and human Values.

VII. COURSE MATERIALS

Ramesh Kumar. S (2017).*Consumer BehaviourThe Indian Context (Concepts and Cases)*(2nd ed).Pearson India Education Services Pvt. Ltd

Nair S. (2015).*Consumer Behaviour* (1st ed).Himalaya Publishing House Pvt Ltd.Mumbai.



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
MARKETING	21XBM02	RURAL MARKETING	30	2

I. COURSE DESCRIPTION:

The course introduces the student to the various aspects of Indian rural markets as the study of rural marketing has become significant because of the saturation of the urban markets and the increase in the purchasing power of the rural population. It covers aspects like relevance and scope of rural market in India, the environment prevailing in these dynamics, the behaviour of rural consumers, rural marketing research, and rural market segmentation and targeting. It also goes in details for explaining the product strategy adopted by the companies for rural market, pricing strategy and rural distributions includes traditional and modern channels.

II. COURSE OBJECTIVES

The objective of this course is

- To understand the importance of Rural Markets in business and Sensitize to the needs and behaviour of consumers and channels
- Utilize the understanding on custom of rural markets, channels and competition in marketing decision making
- To familiarize with the special problems related to sales in rural markets
- To help understand the working of rural marketing institutions.

III. COURSE OUTCOME & ASSURANCE OF LEARNING (Bloom's Taxonomy)

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

- Understand the evolution of rural market
- Comprehend rural marketing environment
- Comprehend the consumer buying behaviour model in rural market
- Identify marketing research process and its application in rural areas
- Apply the bases of segmenting rural consumers and targeting
- Grasp process of developing effective rural communication

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INTRODUCTION OF RURAL MARKET Concept & Scope of Rural Market – Rural market structure – Characteristics of Rural Market-Evolving Rural Consumer- Rural vs urban market.	6
2	RURAL MARKETING ENVIRONMENT Evolution of Rural Marketing-Rural Environment- Rural Economic Structure-Rural Infrastructure-Rural Employment Generation Programmes- Government Initiatives.	6
3	UNDERSTANDING RURAL CONSUMERS Rural Consumer Behaviour- Factors Influencing Consumer Behaviour- Buyer Decision Process– Rural marketing Research. Capstone Project on Agricultural Marketing	6
4	CREATING VALUE FOR RURAL MARKET Segmentation-Targeting-Positioning for Rural Market – Rural Marketing Mix – Product Strategy – Pricing Strategies.	6
5	RURAL COMMUNICATION & DISTRIBUTION Communication Strategies for Rural Markets- Challenges in Rural Communication –Distribution in Rural Markets-Rural Logistics. New approaches to reach out rural markets – Electronic choupal applications	6

V. COURSE PEDAGOGY

This course will be taught through lectures and discussion, using multimedia such as (power point presentation, audio visuals), Case Studies based on the concepts, reading articles from the business magazine and news papers. Students also assessed on group presentation, assignment, quiz and concept viva. In live project, to get the practical knowledge the students will visit the rural market and observe the activities of rural market. The students will submit the observation report based on the report they will assessed.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The course (Unit II, III and IV) helps students in both understanding and identifying business strategies that companies should adopt to tackle various national/ global economic and political forces faced by them. Unit V specifically talks about the recent developments and emerging business models in national global scenario. The content from Unit-I consists of defining rural India; characteristics of evolving rural consumers and emerging rural India focus on meet the needs of local, National and Regional level.

Focus on Employability/Entrepreneurship/Skill Development

The content from Unit-II consists of rural infrastructure, government support, and its relevance to marketing. It also focuses on the initiatives in the rural employment generation programme that will focus on the employability.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

The content from Unit-II consists of demographic, physical, social and cultural environment of rural area. Unit-IV consists of product decisions, product strategies and packaging products for the rural markets that focus on environment and sustainability.

VII. COURSE MATERIALS**Core Text:**

Kashyap P.,(2016). *Rural Marketing*.3rd Edition.New Delhi: Pearson India Education Services Pvt.Ltd.

Additional Reading:

Krishnamacharyulu CSG, Ramakrishnan L., (2017).*Rural Marketing: Text & Cases*.5th Edition. New Delhi: Pearson.



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
MARKETING	21XBM03	DIGITAL MARKETING	30	2

I. COURSE DESCRIPTION:

The course familiarize students with an understanding of how the digital media works and develop the critical insights necessary to succeed in e-commerce and digital and social media marketing. Enrich learner with the essential principles and practices of marketing in the digital economy by making this course, an indispensable part of their knowledge base. Companies that were non-existent a few short years ago, including Facebook, Whatsapp, LinkedIn, and Youtube, have dramatically changed how we interact; communicate. This course is also to serve as basic course for learners who wish to further study in the domain of Digital Media.

II. COURSE OBJECTIVES

The objective of this course is to

- Identify impact of digital space and digital marketing in reaching out to customers.
- Find out the opportunities for marketers on digital platform.
- Use digital media for the creation of products and services.
- provide awareness about Digital marketing among students in national as well as in Global level
- Understand of his/her competency level in Decision making

III. COURSE OUTCOME & ASSURANCE OF LEARNING (Bloom's Taxonomy)

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

- Know the basics of Digital Marketing
- Recognise the importance of Search engines
- Categorize the factors influencing Search Engine Marketing.
- Apply the use of mobile space
- Managing mobile sites and role of mobile apps.
- Understand tracking mechanism.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INTRODUCTION Introduction to Marketing, Consumer Behaviour, Introduction to Digital Marketing	4
2	IMPORTANCE OF SEARCH ENGINES Search Engines in digital marketing ecosystem--working of Search Engines. Search Engine Marketing strategy- Search Engine Marketing Campaign.	8
3	E-TAILING AND SOCIAL MEDIA MARKETING Opportunities of Social media marketing and E tailing to the marketers Consumer behaviour towards E tailing: interactivity of the consumers-consumer values in e-tailing, Managing Digital assets- Use of Social Media Platform like Facebook, Twitter, and YouTube & LinkedIn for Marketing. Social Media Marketing (Word of Mouth) – Ethics in E-Tailing - Security Systems in E-Tailing	6
4	MARKETING STRATEGY Mobile Marketing- Online Reputation Management- Website Planning & Creation -tracking mechanism-Creating email data base and CRM Activities.	6
5	APPLICATION OF DIGITAL MARKETING(case Study & Live Project) Digital Marketing Plan -Email Marketing (Use of E-Mail Marketing) -Represents use of Digital Space for Marketing - Using social media promotion and other digital channels - Promotional Campaign	6

V. COURSE PEDAGOGY

- Use of power point presentation, role play for concept understanding.
- Necessary case studies to understand the process of marketing strategies which will be supported by industry experts.
- Course materials will be given on performance standards. Individual and team assignment preparation
- Written Test, Assessment through Group Discussion,

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The key contents of the subject is on Digital marketing where it helps to know about the Changing Indian consumer behaviour and their purchase pattern, Digital marketing is very relevant to the national and Global consumers which helps in developing virtual marketing skills related to

consumers as well as industrial buying behaviour, Online consumer behaviour emphasizes the employability and gaining entrepreneurship skills.

Focus on Employability/Entrepreneurship/Skill Development

Online consumer behavior emphasizes the employability and gaining entrepreneurship skills.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Search engine optimisation concepts, Contents like e-commerce, security system, mobile marketing and other strategies explore to gain individual empowerment. Case study analysis in Unit V will enrich the individuals experience for professional ethics. Online reputation may have relevance to Environment and sustainability and human values. III and Unit-V

VII. COURSE MATERIALS

Core Text:

Rajendra Nargundkar and RomiSainy, 2018,*Digital Marketing: Cases from India* by, Notion Press, Inc

Ian Dodson, *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*, Wiley Publisher

Seema Gupta, 2015,*Digital Marketing*, McGraw Hill Education

Punit Singh Bhatia ; *Fundamentals of Digital Marketing* , Pearson publications



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
MARKETING	21XBM04	PRODUCT AND BRAND MANAGEMENT	45	3

I. COURSE DESCRIPTION:

This course is to learn fundamentals of Product and Brand Management. The aim of Product Management Part is to make participants understand competition at product level as well as brand level. Two broadly important aspects namely Product Management from competition point of view and Product Management from New Product Development and Innovation point of view are to be covered. The course enables the students understand principles of Branding, role of brands, elements and components of brands, brand equity etc. The main aim for Brand Management is to make sure that students understand implications of planning, implementing and evaluating Branding Strategies.

II. COURSE OBJECTIVES

The objective of this course is to

- To evaluate the students ability towards branding any product or service
- To assess their level of awareness about the branding strategies and
- communicating the brand in national as well as in Global level
- To Understand of his/her competency level in Decision making

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- To understand about product strategy
- Understand in branding a product
- The methods of managing Brands
- Global practices on branding
- Managing and implementing branding strategies
- Challenges and opportunities in branding communication and promotion

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INTRODUCTION TO PRODUCT MANAGEMENT Product & Product Strategy- product in theory & in practice- Product life cycle- product portfolio-marketing plan and product launch-branding a product.	9
2	BRAND STRATEGIES: Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.	9
3	BRAND COMMUNICATIONS Brand image Building – Brand Loyalty programmes – Brand Promotion Methods –Role of Brand ambassadors, celebrities- Visual Merchandising – On line Brand Promotions: Digitalization norms and procedure-Process-Impact	9
4	BRAND EXTENSION Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re- launching.	9
5	BRAND PERFORMANCE Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities)	9

V. COURSE PEDAGOGY

Much of the subject involves case studies and readings. These activities require students to do weekly reading commentary. Students are expected to have read any prescribed reading articles (including the relevant text chapter) prior to weekly sessions and engage in necessary group discussions during class. Through engaging with lectures, online learning activities, materials and participating in lecture and tutorial discussions.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The key content of the subject is on branding and brand management. Unit II Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands and On line Brand Promotions and Digitalization norms and procedure-Process-Impact in Unit III are relevant to the national and Global consumers which helps in developing marketing skills related to branding.

Focus on Employability/Entrepreneurship/Skill Development

The content from Unit III and Unit-V gives information on Brand communication and Brand performance. Brand image Building, Brand Loyalty programmes, Brand Promotion Methods, Role of Brand ambassadors, celebrities, Measuring Brand Performance, Brand Equity Management, Global Branding strategies, Brand Audit, Brand Equity Measurement. All these contents focus much on Entrepreneurship Skill

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Contents from Unit II Establishing Brand values, Brand vision and Unit-V Role of Brand Managers– Branding challenges & opportunities are much relevant to gender equity, Environment and sustainability and human values.

VII. COURSE MATERIALS

Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, Edition, 2017.

Moorthi YLR, Brand Management – I edition, Vikas Publishing House 201

LanBatey, Asain Branding – A Great way to fly, PHI, Singapore, 2015.

Paul Tmepoal, Branding in Asia, John Willy, 2000. 3. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2012.

Jagdeep Kapoor, Brandex, Biztranza, India, 2005 5. MahimSagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
MARKETING	21XBM05	SERVICES MARKETING	45	3

I. COURSE DESCRIPTION:

The course consists of the theoretical and applications of marketing of services. It is intended to appreciate the unique challenges involved in managing the services and analyze the strategies to deal with these challenges. It also gives insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

II. COURSE OBJECTIVES

- To know the distinct challenges of services marketing.
- To know the service design quality measurements to build customer loyalty.
- To know the effectiveness and efficiency of customer service offerings.
- To know the integration of new technologies for services.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Comprehend the unique characteristics of services, extended services marketing mix and their marketing implications.
- Learn the GAP model in services.
- Distinguish the dimensions of service quality and the various gaps that can occur during service delivery.
- Understand the employees' role and customers' role in service delivery.
- Develop strategies to match demand for and capacity of services.
- Recognize the pricing strategies in services.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	Introduction Services -Classification of Services -Characteristics of services- Service and Technology- Service Sector Growth in India - Service and Technology- Expanded marketing Mix for services - Issues, Challenges and Opportunities of services Marketing - Services Marketing Triangle.	9
2	Gap Model Customer Expectations of Service - Customer Perceptions - Consumer Research in Service-Building Customer Relationships-Service Recovery.	9
3	Service Design Service Innovation and Design- Customer Defined Service Standards - Physical Evidence and the Servicescape.	9
4	Delivering and Performing Service Employees' Roles in Service Delivery-Customers' role in service delivery -Self Service Technologies- Strategies for Enhancing Customer Participation.	9
5	Managing Service Promises Capacity Constraints- Demand Patterns-Strategies for Matching Capacity and Demand-Yield Management-Waiting Line Strategies-Pricing of Services.	9

V. COURSE PEDAGOGY

This course will be taught through lectures and discussion, using multimedia such as (power point presentation, audio visuals), Case Studies based on the concepts, reading articles from the business magazine and newspapers. Students will be assessed on group presentation, assignment, and quiz and concept viva. In live project, to get the practical knowledge the students will visit the service organizations and know the practical side of services.

- Formative Assessment: The students will be assessed on the case studies, concept viva and Live Projects.
- Summative Assessment: Seminar presentation and Test on Concepts.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The content from Unit-1 consists of Service and Technology, Service sector growth in India and Issues, Challenges and opportunities of services marketing that is very much relevant to circumstances local, National and Regional level.

Focus on Employability/Entrepreneurship/Skill Development

The content from Unit-2 consists of Customer Expectations of Service, Customer Perceptions, and Consumer research in Service and Building Customer Relationships that will focus on the employability.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

The content from Unit – 3 consists of Employees’ Roles in Service Delivery and Unit- 5 Consists of Pricing of Services that is relevant to the professional ethics.

VII. COURSE MATERIALS

Core Text:

Zeithaml, V.A, et.al. (2018). *Services marketing – Integrating customer focus across the firm.*(7thed.). New Delhi, India: McGraw Hill Education (India) Pvt. Ltd.

Karunakaran. K.(2014). *Services Marketing-Text and Cases in Indian Context:* Himalaya Publishing House Pvt Ltd.

OPERATIONS SPECIALIZATION



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
OPERATIONS	21XBP01	LOGISTICS & SUPPLY CHAIN MANAGEMENT	45	3

I. COURSE DESCRIPTION:

The course '**Logistics & Supply Chain Management**' focuses on basic methods of analysis in planning, organizing and controlling logistics and supply chain operations, to ensure that the right product/service, in the right quantity, in the right condition, is delivered to the right customer at the right place, at the right time, at the right cost. Students develop the ability to conceptualize, design, and implement supply chains aligned with product, market, and customer characteristics.

II. COURSE OBJECTIVES

- To make students understand the importance of logistics and major decisions in supply chain management for gaining competitive advantage.
- To enable students to build and manage a competitive supply chain using strategies, models, techniques and information technology.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand supply chain management concepts and theories considering a variety of business situations.
- Apply supply chain management strategies to assist other functional areas of a business organization.
- Explore the key issues associated with the design and management of Supply Networks.
- Learn the importance of logistics management.
- Balance the technical and managerial competencies such that they will be able to function successfully in their chosen field.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	Introduction Logistics and Supply Chain – Fundamentals –Evolution- Role in Economy (Globalization) - Importance - Decision Phases - Supply chain visibility and efficiency - Enablers/ Drivers of Supply Chain Performance. Supply chain strategies. Value added logistics services – Role of logistics in Competitive strategy	9
2	Strategic Sourcing Outsourcing – Make Vs. buy continuum - Identifying core processes - Market Vs Hierarchy -Sourcing strategy - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing. Material flow -supplier sequenced – Internal sequenced	9
3	Supply Chain Network Warehousing – Kinds – Modern Trends - Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies - Models for Facility Location and Capacity allocation. Supply Chain Network optimization models. Impact of uncertainty on Network Design - Network Design decisions using Decision trees. Trade Imbalance and impact on international logistics. Bullwhip Effect.	9
4	Performance Measurement and Costs Performance Measurement – Need, System, Levels and Dimensions, Internal and External Performance Measurement, Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.	9
5	Current Trends and Innovations SC Restructuring - SC Mapping -SC process restructuring – IT in supply chain Logistics Block Chain, RPA's, IoT and Sensors, EDI/API, pick to light and put to light systems, - Agile Supply Chains -Reverse Supply chain. Agro Supply Chains. Green SCM. Recent innovators in Indian Logistics landscape.	9

V. COURSE PEDAGOGY

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 supply chain management and seminar presentation. The students will gain knowledge and understand the content and techniques of supply chain management at the levels that are recognized in the corporate world. Students play the Beer Simulation Game to help tie together core supply chain management concepts and tools.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

SCM is important as it increases competitiveness and customer satisfaction. It plays an integral part of a firm's success. Efficient running of supply chains ensure quick delivery of the products to the end-users for a low cost by the firms. The contents of Unit I, II, III and IV are included in national, regional and global context.

Focus on Employability/Entrepreneurship/Skill Development

Careers in supply chain management and logistics management make sure that goods and services get into the hands of consumers. The scope for purchasing agent, operations Manager, Logistics Analyst, Purchase Management and production planning are focused in Unit I, II, III and V.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Unit I, II and IV are significant in terms of human values, sustainability and environment with supplier relationships, locational decisions and trust in supply chain value information.

VII. COURSE MATERIALS

Janat Shah .2009. Supply Chain Management – Text and Cases. Pearson Education.

V.V. Sople.(2017).*Logistics Management*.3rd ed. Pearson Education



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SPECIALIZATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
OPERATIONS	20XBP02	SERVICE OPERATIONS MANAGEMENT	45	3

I. COURSE DESCRIPTION:

This course '**Service Operations Management**' deals with the various service industries and understands their basic operations procedure. Businesses create value by supplying their products or services to satisfy customer demand that involves numerous activities and processes across the organization. Operations managers deal with a major issue in any business - how work gets done: setting up processes, uncovering the biggest bottlenecks, fine-tuning processes to save time and money, managing resources for smooth production of value.

II. COURSE OBJECTIVES

- To understand key concepts and issues of SOM in service organizations
- To analyze business processes in services for improvement
- To identify the operational issues that happen day to day in any service sector
- To apply analytical skills and problem-solving tools to resolve the operational issues

III. COURSE OUTCOME & ASSURANCE OF LEARNING (Bloom's Taxonomy)

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

- Recognize the various service industries and their operations
- Understanding the importance of customer importance and effective customer service
- Implementing a process flow and ways to set up a service facility location
- Evaluating the demand and managing the capacity based on the demands
- End of the course, the student can create an effective services operations model for a retail industry right from operations to logistics and store management

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	Introduction to SOM: Services – Importance - Nature of services – Service strategy-operations management in service industry - Role of Information technology in SOM-E-CRM	9
2	Service Design: Store Design – Interior and Exterior design – Store Size – Managing service experience – Dimensions – Vehicle Routing and scheduling – Blueprinting - Website design for online shopping.	9
3	Quality of Service: Service Quality – Measuring Service Quality – Audit – Walk through Audit – Service Recovery – Service Guarantees – Service profit chain – Front End and Back end operations –SOP formulation and Adherence – Critical Factors – Role of Service Operations Manager –Maturity Models	9
4	Facility Management: Facility Design – Nature, Objectives – Facility lay out. consideration – Facility location – Retail outlet location – Problems encountering retail outlets – Process Flow – Process flow diagram – Environmental factors – Safety and Natural calamities handling	9
5	Capacity & Demand: Managing Demand – Managing Capacity – Basic strategies – Supply Management techniques – Operation Planning and Control – Inventory Management in Services industry – Queuing systems, queue handling – Expansion strategy - Franchising – Retail discounting model – Yield Management Models	9

V. COURSE PEDAGOGY

Exploring the various service industry available and understand their basic operations. Integrate the learnings and arrive at a discrete Service Operations Model for any industry.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Since the era is of online shopping, handling service industry via online will create more entrepreneurs in the society leading to the growth of the country's economy.

Students get to understand the various service industries available and their operations. Unit III discusses the various quality measures that need to be implemented. Unit V discusses on the managing the demand and supply and smooth functioning of the industry.

Unit IV, explains the various factors that any company needs to consider before setting up their site, considering the social, economic and following the regional laws and considerations

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

This course is set in such a way; it is applicable to everyone irrespective of any genders. Each unit will cover various environmental and social problems that may arise during the set of any Services and will discuss on different ways to handle the same. This unit also discusses on ways to handle the customers and a separate topic to consider customer feedback is included to understand the mind set of customer paving way to human values and ethics. Mainly the store or operations centre must be equipped to handle people with decorum and maintain profession ethics within the operations centre.

VII. COURSE MATERIALS

James A. Fitzsimmons, *Service Management – Operations, Strategy, Information Technology*, Tata McGraw-Hill – 7 th Edition 2013.

Robert Johnston, Graham Clark, *Service Operations Management*, Pearson Education, 2nd Edition, 2012.



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
OPERATIONS	21XBP03	WORLD CLASS MANUFACTURING	15	1

I. COURSE DESCRIPTION:

The course '**World Class Manufacturing**' focuses on the initiation of industrial revolution, manufacturing has emerged globally. In competitive business environment companies must improve their manufacturing practice which is lean, efficient, lucrative and flexible. This course is a group of concepts, which develops standards for production and manufacturing for organizations to follow

II. COURSE OBJECTIVES

- To familiarize the students with the concepts of Business excellence and competitiveness.
- To apprise the students with the need to meet the current and future business challenges.
- To prepare the students to understand the current global manufacturing scenario.

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Understand relevance and basics of World Class Manufacturing.
- Explore the factors of competitiveness and performance measures based on which, global manufacturing success is attained.
- Understand the transformation from Classical Manufacturing to New technologies like Additive Manufacturing , Artificial Intelligence, Machine Learning & IOT
- Learn the current Status of Indian Manufacturing scenario and design and develop a roadmap to achieve world class manufacturing status

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INFORMATION AGE AND GLOBAL COMPETITIVENESS The Emergence of Information Age. Global Competitiveness and Manufacturing Excellence. World Class Manufacturing and Information Age Competition - Manufacturing Challenges, Problems in Manufacturing Industry.	2
2	CUTTING EDGE TECHNOLOGY AND DIGITAL TRANSFORMATIONS Value Added Engineering - Hall's Framework. Schonberger's Framework of WCM. Gunn's Model. Maskell's Model. Digital Manufacturing technology transformation - Integration of Digital tools to improve Business Strategies -Digital Industry Practices	4
3	COMPETITIVE INDIAN MANUFACTURING Manufacturing Performance and Competitiveness - Indian Firms: Manufacturing Objectives and Strategy. Usage of Management Tools and Technologies, Manufacturing Management Practices. Lean Manufacturing. IT Infrastructure and Practices - Strategic Intent Framework.	4
4	GLOBALIZATION AND WORLD CLASS MANUFACTURING Generic Manufacturing Strategies for Information Age; Planning Methodology and Issues in Strategic Planning of WCM; Performance Measurement - POP System, TOPP System and Ambite System. Transformation from Classical Manufacturing -	2
5	THE FUTURE WCM MANUFACTURING STRATEGY Futile Search for an Elusive Link, Manufacturing Strategic Intent Classification, Translating Intent into Action. Overview of Industry 4.0 - Virtual Validation Techniques in Manufacturing Industries - 3D Printing	3

V. COURSE PEDAGOGY

The course will be taught by lecture session, power point presentation, case study and group discussion. The students will learn to do a comprehensive analysis of a company with particular emphasis on manufacturing processes.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The objectives of World-Class Manufacturing efforts are to maintain market share, improving profitability and improving the firm's ability to compete in a global market place. Learning challenges in Manufacturing Industry (Unit – I) and Usage of Management Tools and Technologies, Manufacturing Management Practices, IT Infrastructure and Practices and Strategic Intent Framework in Unit – III enables students to address developmental needs at national and global levels.

Focus on Employability/Entrepreneurship/Skill Development

Learning Manufacturing Performance and Competitiveness in Unit – III and Generic Manufacturing Strategies for Information Age, Planning Methodology and Issues in Strategic Planning of world class manufacturing strengthens the students ability to give strategic insights to manufacturing firms and there by become more relevant to the manufacturing industry.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Environment and sustainability will be discussed in detail in Manufacturing Strategic Intent (Unit – III), Strategic Intent Classification and Translating Intent into Action (Unit – V).

VII. COURSE MATERIALS

BS Sahay, KBS Saxena & Ashish Kumar. World Class Manufacturing- A Strategic Perspective. Rajiv Beri for Macmillan India Ltd.

Ron Moore. Making Common Sense Common Practice – Models for Manufacturing Excellence. Butter Worth Heinemann



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
OPERATIONS	21XBP04	MATERIALS MANAGEMENT	45	3

I. COURSE DESCRIPTION:

The course '**Materials Management**' focuses to introduce the student to the concept, functions, objectives and importance of material management function in an organization. Also, to give them idea of material management linkages with other areas of management, supply chain management, purchase management, warehouse management and production processes.

II. COURSE OBJECTIVES

- This course reflects material management for efficiency.
- To provide functional knowledge of materials management, materials planning, stores management as well as warehousing for both services as well as manufacturing sector.
- To provide theoretical and practical exposure for application of such concepts

III. COURSE OUTCOME & ASSURANCE OF LEARNING (Bloom's Taxonomy)

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

- Understand the store-keeping function and the accounting procedure involved in it.
- Create material requirement plan for an organization.
- Apply various inventory management techniques.
- Formulate optimal inventory policies for supply chain networks.
- Make decisions regarding supplier selection.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	Introduction Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches master scheduling-manufacturing planning and control system-manufacturing resource planning enterprise resource planning-making the production plan.	9
2	Materials Planning Materials requirements planning- bill of materials-resource requirement planning- manufacturing resource planning-capacity management- scheduling orders- production activity control codification.	6
3	Inventory Management Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EOQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.	9
4	Purchasing Management Establishing specifications-selecting suppliers-price determination forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-purchasing of capital equipment international purchasing. E-Procurement.	9
5	Warehouse Management Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling- operational efficiency productivity- cost effectiveness-performance measurement. Warehouse Insurance.	9

V. COURSE PEDAGOGY

The course will be taught using lectures, case studies, articles and reading materials. Students learn the basic concepts in class and learn to apply in business situations. The students will be involved in peer learning activities like developing and posing questions to their peers, brainstorming solutions to problems, conducting quizzes and debates.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

The supply of proper quality of materials is essential for manufacturing standard products. The avoidance of material wastage helps in controlling cost of production. Material management is essential for every type of concern. It is the process of planning, organizing, staffing, directing and controlling the flow of materials from their initial purchase to destination. Unit III, IV and V are addressing the Local, Regional and Global requirement of Materials Management in Industries.

Focus on Employability/Entrepreneurship/Skill Development

Knowledge acquainted in Unit II, III, IV and V regarding various inventory management techniques, supplier selection techniques, stores accounting and stores management intensifies the probability of being employed or becoming an entrepreneur.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Suitable management of inventory and warehouse and considering green practices of supplier (Unit I to III) are relevant to sustainability, environment, Values and Ethics in Business.

VII. COURSE MATERIALS

J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive (2016). *Materials Management*. Pearson.
P.Gopalakrishnan.(2015) *Purchasing and Materials Management*. Tata McGraw Hill,
A.K. Chitale, R.C. Gupta.(2014) *Materials Management Text and Cases*. PHI Learning, 2nd Edition,



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
OPERATIONS	21XBP05	DISTRIBUTION MANAGEMENT	45	3

I. COURSE DESCRIPTION:

This course **Distribution Management** gives students a managerial knowledge of packaging and how physical distribution and transport modes support order processing and distribution. Emphasis is placed on the integration of core logistics functions, total cost integration, and supply chain management to create competitive advantage.

II. COURSE OBJECTIVES

- The purpose of this course is to acquaint the students with the concepts which are helpful in developing and managing distribution channels so as to have competitive edge.
- The course is designed to familiarize students with the concepts, techniques and the practical aspects of the key decision-making variables in distribution channel management.

III. COURSE OUTCOME & ASSURANCE OF LEARNING (Bloom's Taxonomy)

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

- Describe the basic concepts of packaging and distribution.
- Summarize the importance of transport and logistics
- Illustrate nature and factors influencing order processing and distribution channels
- Outline the standards and evaluation of distribution.
- Summarize the different types of packaging and how it is standardized.

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	Introduction to Packaging History and development of packaging - Packaging principles- Packaging Cost Vs. Product cost. Barcodes, machine vision and RFID. Value Analysis - Packing and Value Engineering, Scientific Packaging, Expendable vs Returnable packaging. Own vs Rented packaging Standardization & Automation in Packaging, Quality assurance.	9
2	Introduction to Distribution Distribution – Definition – Need for physical distribution – functions of distribution. The distribution concept – system perspective. Physical distribution trends in India and in the world.	9
3	Transportation management Transport Industry in India. Legal types - Modes of transportation – Railways, Road, Sea, Air. Transport Security - Trends in Modern Transport. Transport mode selection methods – costs Vs speed–rate profiles. Transport regulations – national and international.	9
4	Order processing Defining Order Processing – order acquisition – order entry – document processing – status reporting – factors affecting processing time – Customer service.	9
5	Distribution Control & Evaluation Transport & Logistics organizations - Functions –structure – hierarchy. Distribution control – stages of control process – standards & goals– performance report - measurement – monitoring – corrective action. Packaging Laws - Marking and Labelling, Eco-friendly Packaging for Exports	9

V. COURSE PEDAGOGY

The course will be taught by lecture session, power point presentation, case study and group discussion on Distribution Management. The students will learn to do a comprehensive analysis of a company with particular emphasis on the packaging value engineering and distribution management.

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Distribution involves variety of functions such as customer service, shipping, warehousing, inventory control, packaging, receiving, stores location planning etc. The contents of Unit II are having international and national relevance and unit III and IV are having global significance to facilitate the distribution functions effectively. Packaging includes standardization and quality assurance at local and national level.

Focus on Employability/Entrepreneurship/Skill Development

Transportation Management (Unit III) and Order Processing (Unit IV) are having more employment opportunities.

Relevance to Gender Equality, Environment and Sustainability, Human Values and Professional Ethics

Unit I, II and IV are addressing Human values, sustainability and professional ethics.

VII. COURSE MATERIALS

D K Agrawal,(2015) *Distribution and Logistics Management: A Strategic Marketing Approach*, Macmillan publishers India

Kapoor Satish K., and KansalPurva, *Basics of Distribution Management: A Logistical Approach*, Prentice HALL of India.

Alan Ruston, Phil Crouches, Peter Baker, *The Handbook of Logistics and Distribution Management*. Kogan Page India New Delhi.

ANALYTICS COURSES



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SPECIALISATION/ CORE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CORE	21XB302	BASICS OF BUSINESS ANALYTICS	45	3

I. COURSE DESCRIPTION

This course introduces students to the science of business analytics. Students will learn the fundamentals of database, data modelling, data management concepts and data analysis using SQL and Python

II. COURSE OBJECTIVES

- To develop an understanding of basic concepts of business analytics and its importance in managerial decision making
- To learn basics of data management concepts
- To know various data analysis techniques in SQL
- To learn the basics of Python programming language

III. COURSE OUTCOME & ASSURANCE OF LEARNING

At the end of this course, the students will have learnt the following:

- Need for business analytics in knowledge era
- Role of Python in solving complex analytical problems

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INTRODUCTION TO BUSINESS ANALYTICS AND DATABASES Introduction to Business Analytics, Introduction to Databases - Tables - Key concepts - Dimension and Fact Tables - Indexes and Performance - Database Schema - Data model (Conceptual, Logical, Physical), - Data Types - Enterprise Data Architecture - Data Governance and Data Maturity Model	5
2	INTRODUCTION TO SQL DDL, DML, DCL Queries - SQL Operators - SQL Statements - String and Date Functions - Handling data using SQL statements - SQL Joins	10
3	SQL FOR DATA ANALYSIS Sub Queries - Exist and Not Exists operators - Case statements - Condition statements - Loops - Variables -Stored Procedures	10
4	INTRODUCTION TO PYTHON Introduction to Python - Python - Types, Expressions - Variables String Operations - Data structures - Lists, Tuples, Sets, Dictionaries -Programming fundamentals - Conditions and branching, - Loops and Functions	10
5	WORKING WITH DATA USING PYTHON Reading and writing files with open - Loading data with Pandas - Working with and saving data with Pandas and Numpy- Importance of Data Analytics in SMEs	10

V. COURSE PEDAGOGY

The learning will be through a combination of lecture sessions with PPT, practical sessions in computer laboratory and discussion sessions by experts.

Students will be evaluated on the following components:

- Class participation
- Assignment/Projects
- Internal Assessment test
- Final Summative Assessment test

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Business Analytics (BA) has gained much prominence with the advent of high speed internet, cheaper computing processing power and lower storage cost. Companies treat data as a corporate asset and leverage it for a competitive advantage. Unit I, introduce students to fundamental concepts of data, data modelling and databases and how companies can use BA to gain insights that inform business decisions. UNIT II, introduce students to SQL and perform basic operations. UNIT III, introduces students to advanced SQL concepts. Unit IV, introduce students to basic python concepts and Unit V, introduce students to handling data using Python scripts and familiarize students with Pandas and Numpy functions

Focus on Employability/Entrepreneurship/Skill Development

Unit II to V helps students to become data analysts.

VII. COURSE MATERIALS

- U Dinesh Kumar. 2017. *Business Analytics*. Publisher: Wiley India.
- R N Prasad, Seema Acharya. 2016. *Fundamentals of Business Analytics*, 2nd Edition. Publisher: Wiley India.
- James R Evans. *Business Analytics*.: Pearson India.



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SPECIALIZATION	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
FINANCE	21XBF06	FINANCIAL ANALYTICS	15	1

I. COURSE DESCRIPTION:

This course is aimed at equipping students with the understanding of the various financial statements such as Balance sheet, Income statement and Cash flow statement. The students will understand the present and future time value of money.

II. COURSE OBJECTIVES

- To understand the features of MS excel for creating financial models
- To analyze the Income Statement, Balance sheet and Cashflow statements
- To understand how financial modelling enhance decision making process

III. COURSE OUTCOME & ASSURANCE OF LEARNING

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

- Critically analyze and evaluate financial statements using MS excel
- Perform break even analysis in spreadsheets
- Acquire the skill of leverage analysis, understanding the utility of time value of money

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	INCOME STATEMENT Analysis of Income Statement of companies	3
2	BALANCE SHEET Analysis of Balance Sheet of companies	5
3	CASH FLOW STATEMENT Analysis of Cash Flow Statement of companies	3
4	BREAK EVEN AND LEVERAGE ANALYSIS Break Even Points, Degree of Operating Leverage, Degree of Financial Leverage	2
5	TIME VALUE OF MONEY Present value and future value of a stream of cash flows using Excel	2

V. COURSE PEDAGOGY

The course will be taught using lectures, workshops and reading materials. The students will be assessed on their participation and performance in the workshops, classroom participation, regular class tests and timely submission of their assignments. Experts from industry will deliver hands on experience to students in analyzing the financial statements.

VI. SIGNIFICANCE

Focus on Employability/Entrepreneurship/Skill Development

Financial Statement analysis enables students to analyze the profitability, financial position and cash movement of companies. Student will be able to perform financial analysis in spreadsheets.

VII. COURSE MATERIALS

Core Text:

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

Additional Reading:

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



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St. Xavier's College (Autonomous),
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SPECIALIZATION	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
HR	21XBH06	HR ANALYTICS	15	1

I. COURSE DESCRIPTION

This course introduces students to the application of business analytics in the field of HR. Students will learn the metrics required for HR analytics, the process to source the data required for the metrics, business architecture for HR analytics, the steps to pre process and process the data and finally to create the HR analytics report

II. COURSE OBJECTIVES

- To develop an understanding of the metrics required for HR analytics
- To learn the business architecture for HR analytics
- To know various data management process for HR analytics
- To create the data cleansing and data processing rules for HR analytics
- To design the reports for HR analytics

III. COURSE OUTCOME & ASSURANCE OF LEARNING

At the end of this course, the students will have learnt the following

- Understand the importance of HR data metrics to solve organizations problem
- Steps to extract, transform and create HR business analytics reports
- Understand the importance of HR analytics report in decision making process

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	KEY HR METRICS Identify the problem that the organization wants to solve - Analyze the HR role in solving the problem - Identify Key HR metrics across different HR functions	3
2	DATA SOURCES FOR KEY METRICS Identify the data sources such as internal systems, employee survey reports, external data sources to collect key metrics - Estimate the cost to collect each metric and perform cost benefit analysis for each metric	3
3	BUSINESS ARCHITECTURE TO PROCESS KEY METRICS Design the business architecture to Extract, Load and Transform the key metrics into valuable insights - Estimate the cost to build the system to create the HR reports	3
4	PROCESSING RULES FOR KEY METRICS Create data cleansing rules to pre-process HR metrics - Create business rules to process HR Metrics	3
5	HR ANALYTICS REPORT Importance of HR Analytics report in decision making process - Design HR analytics reports	3

V. COURSE PEDAGOGY

The learning will be through a combination of lecture sessions with PPT, practical sessions in computer laboratory and discussion sessions by experts.

Students will be evaluated on the following components:

- Class participation
- Assignment/Projects
- Internal Assessment test
- Final Summative Assessment test

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Students will understand the importance of HR analytics systems in solving the organizational problems and facilitating the decision making process

Focus on Employability/Entrepreneurship/Skill Development

Unit I to V will equip students to work as HR product owners and design HR systems and HR analytics reports

VII. COURSE MATERIALS

Core Texts:

- U Dinesh Kumar. 2017. *Business Analytics*. Publisher: Wiley India.

Additional Reading:

- R N Prasad, Seema Acharya. 2016. *Fundamentals of Business Analytics*, 2nd Edition. Publisher: Wiley India.
- James R Evans. *Business Analytics*.: Pearson India.



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SPECIALIZATION	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
MARKETING	21XBM06	MARKETING ANALYTICS	15	1

I. COURSE DESCRIPTION:

This course introduces students to the application of business analytics in the field of Marketing. Students will learn the metrics required for marketing analytics, the process to source the data required for the metrics, business architecture for marketing analytics, the steps to pre-process and process the data and finally to create the marketing analytics report.

II. COURSE OBJECTIVES

- To develop an understanding of the metrics required for marketing analytics
- To learn the business architecture for marketing analytics
- To know various data management process for marketing analytics
- To create the data cleansing and data processing rules for raw marketing metrics data
- To design the reports for marketing analytics

III. COURSE OUTCOME & ASSURANCE OF LEARNING

At the end of this course, the students will have learnt the following:

- Understand the importance of marketing data metrics to solve organizations problem
- Steps to extract transform and create marketing business analytics reports
- Understand the importance of marketing analytics reports in decision making process

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	KEY MARKETING METRICS Identify the problem that the organization wants to solve - Analyze the marketing role in solving the problem - Identify Key marketing metrics across different marketing functions	3
2	DATA SOURCES FOR KEY METRICS Identify the data sources such as internal systems, employee survey reports, external data sources to collect key metrics - Estimate the cost to collect each metric and perform cost benefit analysis for each metric	3
3	BUSINESS ARCHITECTURE TO PROCESS KEY METRICS Design the business architecture to Extract, Load and Transform the key metrics into valuable insights - Estimate the cost to build the system to create the marketing reports	3
4	PROCESSING RULES FOR KEY METRICS Create data cleansing rules to pre-process marketing metrics - Create business rules to process marketing metrics	3
5	MARKETING ANALYTICS REPORT Importance of marketing analytics report in decision making process - Design marketing analytics reports	3

V. COURSE PEDAGOGY

The learning will be through a combination of lecture sessions with PPT, practical sessions in computer laboratory and discussion sessions by experts.

Students will be evaluated on the following components

- Class participation
- Assignment/Projects
- Internal Assessment test
- Final Summative Assessment test

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Students will understand the importance of marketing analytics systems in solving the organizational problems and facilitating the decision making process.

Focus on Employability/Entrepreneurship/Skill Development

Unit I to V will equip students to work as marketing product owners and design marketing systems and marketing analytics reports.

VII. COURSE MATERIALS

Core Texts:

- U Dinesh Kumar. 2017. *Business Analytics*. Publisher: Wiley India.

Additional Reading:

- R N Prasad, Seema Acharya. 2016. *Fundamentals of Business Analytics*, 2nd Edition. Publisher: Wiley India.
- James R Evans. *Business Analytics*.: Pearson India.



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SPECIALIZATION	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
OPERATIONS	21XBP06	SUPPLY CHAIN ANALYTICS	15	1

I. COURSE DESCRIPTION:

This course introduces students to the application of business analytics in the field of supply chain. Students will learn the metrics required for supply chain analytics, the process to source the data required for the metrics, business architecture for supply chain analytics, the steps to pre process and process the data and finally to create the supply chain analytics report.

II. COURSE OBJECTIVES

- To develop an understanding of the metrics required for supply chain analytics
- To learn the business architecture for supply chain analytics
- To know various data management process for supply chain analytics
- To create the data cleansing and data processing rules for supply chain analytics
- To design the reports for supply chain analytics

III. COURSE OUTCOME & ASSURANCE OF LEARNING

At the end of this course, the students will have learnt the following

- Understand the importance of supply chain data metrics to solve organizations problem
- Steps to extract transform and create supply chain business analytics reports
- Understand the importance of supply chain analytics report in decision making process

IV. COURSE CONTENT

UNIT	CONTENTS	HOURS
1	KEY SUPPLY CHAIN METRICS Identify the problem that the organization wants to solve - Analyze the supply chain role in solving the problem - Identify Key supply chain metrics across different supply chain functions	3
2	DATA SOURCES FOR KEY METRICS Identify the data sources such as internal systems, external data sources to collect key metrics - Estimate the cost to collect each metric and perform cost benefit analysis for each metric	3
3	BUSINESS ARCHITECTURE TO PROCESS KEY METRICS Design the business architecture to Extract, Load and Transform the key metrics into valuable insights - Estimate the cost to build the system to create the supply chain reports	3
4	PROCESSING RULES FOR KEY METRICS Create data cleansing rules to pre-process supply chain metrics - Create business rules to process supply chain metrics	3
5	SUPPLY CHAIN ANALYTICS REPORT Importance of supply chain analytics report in decision making process - Design supply chain analytics reports	3

V. COURSE PEDAGOGY

The learning will be through a combination of lecture sessions with PPT, practical sessions in computer laboratory and discussion sessions by experts.

Students will be evaluated on the following components:

- Class participation
- Assignment/Projects
- Internal Assessment test
- Final Summative Assessment test

VI. SIGNIFICANCE

Relevance to Local/National/Regional/Global Developmental Needs

Students will understand the importance of supply chain analytics systems in solving the organizational problems and facilitating the decision making process.

Focus on Employability/Entrepreneurship/Skill Development

Unit I to V will equip students to work as supply chain product owners and design supply chain systems and supply chain analytics reports.

VII. COURSE MATERIALS

Core Texts:

- U Dinesh Kumar. 2017. *Business Analytics*. Publisher: Wiley India.

Additional Reading:

- R N Prasad, Seema Acharya. 2016. *Fundamentals of Business Analytics*, 2nd Edition. Publisher: Wiley India.
- James R Evans. *Business Analytics*.: Pearson India.

**CERTIFICATE
COURSES**



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COURSE	COURSE CODE	NAME OF THE COURSE	NO OF HOURS	CREDIT
CERTIFICATE COURSE	21 XBCC 10	HEALTH & WELLNESS MANAGEMENT	15	1

I. COURSE DESCRIPTION:

Food choices and physical activity have a great impact on an individual's overall health and wellness. The Certificate course in "Health & Wellness Management" will cover nutrition and physical fitness, which are the cornerstones of any wellness program. The introductory section will provide you basic concepts of health and wellness. The course is designed to offer the learners a management-oriented perspective and introduces them to the latest concepts and practices related to functions of hospital administration.

II. COURSE OUTCOME & ASSURANCE OF LEARNING

By the end of the Course, the student will be able to

- Demonstrate advanced knowledge of organizations, their management and the changing external context in which they operate.
- Apply a variety of leadership and management theories and philosophies to complex situations in healthcare settings.
- Demonstrate the application of personal and theoretical strategies to bring about change in complex situations and organizations.
- Understand the clinical and non-clinical needs of patient care
- Understand the administrative and technical requirements of physicians and paramedical personnel.
- Develop an interdisciplinary orientation towards the management of healthcare
- Acquire customized management education

III. COURSE MODULE

MODULE	CONTENTS	HOURS
1	INTRODUCTION TO HEALTH CARE Mental, physical and social health- issues impacting health - diseases and disorders-guidelines for physical activity and nutrition.	3
2	HEALTH CARE ADMINISTRATION IN HOSPITAL Fundamental of Healthcare Administration. Hospital Planning- Communicative Skills and Report Writing for Hospitals - IT for Hospitals - Information Systems Management in Hospitals	3
3	HEALTH CARE MANAGEMENT Healthcare Economics- Health Management- Legal Matters and Ethical Issues of Hospitals - Management of Hospital Operations Pharmaceutical and Management - Hospitals Visits - Role of Hospital administrators, healthcare office managers, or insurance compliance managers.	3
4	BASIC WELLNESS PRINCIPLES Behavior change theories and the factors contributing to overall wellness -seven dimension model of wellness - spiritual, physical, emotional, career, intellectual, environmental, and social factors	3
5	WELLNESS MANAGEMENT Weight management -Psychological health -Disease management- Physical Fitness – Diet Management	3

IV. COURSE PEDAGOGY & ASSESSMENT

The module runs over a 15 Hour Period and is designed to develop skills in managing common chronic diseases and be able to help clients implement lifestyle changes to manage their disease conditions and improve overall wellness. Most of the contents of this Module will be taught by Doctors and Health Care Professionals.

The module consists of mandatory formative assessment activities to support your learning and development prior to the professional project module. You will be required to produce a piece of work based upon a clinically-related project that is relevant to your practice. Once you have selected a specific project, you will submit a project summary/proposal of approximately 1000 words. Following the approval of your proposal you will then complete a 5000 word professional project. To produce the professional project you will continue to study online. Much of the work is self-directed, however you will receive guidance from your tutor throughout the module.



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COURSE	COURSE CODE	NAME OF THE COURSE	NO OF HOURS	CREDIT
CERTIFICATE COURSE	21 XB ECC 11	DISASTER MANAGEMENT	15	1

I. COURSE DESCRIPTION:

As the entire world has come to standstill due to various disasters in the recent past, it is very important to have trained professionals to respond and manage the operations. This certificate equips the professionals with the holistic understanding of the disaster management process

II. COURSE OBJECTIVES

- This course develops the competencies and skills for understanding, planning and managing the operations of the disaster management team.
- This course also cover the post disaster activities and preventive measures and recommendations to government and local bodies

III. COURSE OUTCOME & ASSURANCE OF LEARNING

At the end of the Course the students,

- will have an understanding of the crisis management process and the to estimate the impact of the crisis
- will have an understanding of the physical, emotional and monetary impact of the crisis and the needs of the affected communities
- will gain the skills and process required to manage the operations and communications of the disaster management process
- will gain knowledge about the post disaster activities and livelihood and rehabilitation projects for the affected communities
- will gain understanding of the methods to conduct detail study about the disaster and provide recommendations to government and local bodies

IV. COURSE MODULE

MODULE	CONTENTS	HOURS
1	Understanding the Crisis- Impact Study – Methods and process of data collection – Estimating the impact (Physical, Emotional, Monetary) – Identifying and prioritizing the affected communities – Identifying the needs of the affected communities – Estimating the funds and volunteer support to address the crisis	3
2	Planning & Communication Sourcing the funds for the program – Volunteers to support for medical support, delivery of ration items and counseling – Communication protocols and channels for volunteers - Partnership with agencies and other organizations involved in disaster management	3
3	Operations Logistics to reach out to the affected areas – Establish the process to deliver and monitor the distribution of ration items – Establish the process to monitor the wellbeing of the affected communities and volunteers – Engage and collect feedback from volunteers and affected communities- Ethics in Fund Management -Transparency	3
4	Post disaster livelihood support and rehabilitation Identify the livelihood needs of the affected communities –Source funds for livelihood support – Plan and execute livelihood support programs – Monitor and Assess program outcomes- Management of Business Firms –Continuity Plan	3
5	Preventive measures based on the lesson learnt from the crisis Conduct detail study of the disaster - Provide recommendations to government and local bodies – Source funds to develop preventive programs that includes people, process and technology	3

V. COURSE PEDAGOGY & ASSESSMENT

The course will be taught using lectures, case studies, articles and reading materials. The Candidates will be assessed on their participation and performance in case discussions, class room participation, regular class tests and timely submission of their assignments. Experts from industry will deliver hands on experience to candidates.



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COURSE	COURSE CODE	NAME OF THE COURSE	HOURS	CREDITS
CERTIFICATE COURSE	21 XB ECC 12	CREATIVITY, DESIGN THINKING, AND INNOVATION FOR BUSINESS	30	1

I. COURSE DESCRIPTION

This course focuses on creativity and innovation, examining the interplay between creativity, organizational processes and systems, and successful innovation. Throughout the course we explore tools and techniques for fostering individual and group creativity, management practices that foster (or inhibit) innovation, methods for developing and evaluating ideas for new products, services, and the business models to execute these ideas, and principles and practices for leading innovation. Using a variety of readings, case examples, discussions, experiential exercises, and a challenging team project, students explore and apply the principles of creativity and innovation.

II. COURSE OBJECTIVES

The objective of this course is to enable the participants to

- Use their Imaginative ideas and convert it into strategies
- Understand the Intrinsic vs. Extrinsic Motivators
- Overcome Mental Blocks towards difficult situations
- Remove the fear of failure and leading their mind for transformation

III. COURSE OUTCOME

- Senior executives who want to strengthen their ability to lead innovation and enhance their organization's innovation capability.
- Team leaders and managers seeking to develop and integrate cutting-edge creative practices into their business processes and corporate culture.
- Executives seeking to learn new problem-solving approaches to innovation, building upon creativity research, design thinking and lean startup.
- Participants coming in groups/teams to collaborate on Action Learning Project tailored to their organization's context.

IV. COURSE MODULE

MODULE	CONTENTS	HOURS
1	INSIGHTS Overview creativity, innovation and design thinking- The core concepts of creativity, design and innovation -Creativity Myths - Mistaken beliefs about creativity and why they're dangerous	3
2	BEING CREATIVE Creative Thinking: Reframing and Mind Mapping Creative Thinking: Insights and Flow	3
3	THE CREATIVE JOURNEY The Importance of Happiness, Play, and Idle Time The Importance of Rewarding Creativity & Risk Taking	3
4	MOVING FROM IDEAS TO IMPACT Distributed creativity- diversity and collaboration through networks support the creativity process	3
5	BREAKING THE BARRIERS From Insights to Innovation Opportunities – Determination of key stakeholders in innovation area –Decision towards stakeholders-Overcoming Creativity Blocks- Overcoming Problem-Solving Blocks	3
6	CREATIVE WORK ENVIRONS & TEAM Developing Creativity in Individuals-Creating a Creative Physical Environment Empowering Creative Teams-The Importance of Diversity-Develop an Idea Response Process	3
7	CREATIVE DIVERGENCE Creative people, creative organizations -Creative Strategies in Action-Impact and purpose - Measuring impact and the value created through creativity	3
8	DESIGN THINKING AND INNOVATION Design Thinking Skills - Identifying an Innovation Context - Design thinking for innovation - The role of empathy in the design thinking process -Experiments : Designing and executing experiments for value creation -The design sprint: Principles of a design sprint and how to make it happen – Creative Architecture – Physical Building	3
9	MOVING FROM IDEAS TO IMPACT Distributed creativity - diversity and collaboration through networks – creating impact from ideas in organizations	3
10	DISRUPTIVE INNOVATION AND TRANSFORMATION Blue Ocean Thinking -Opportunities for Growth -Self Determination, Co-Determination and Solidarity - CENTER Model - Character, Excellence, Ownership, Tenacity, Entrepreneurship, and Relationship-Living to a transformation path-Life Phase Transformation	3

V. COURSE PEDAGOGY & ASSESSMENT

This course will be taught by eminent resource people and it will be a practical sessions based on Case Studies on the concepts, exercises, reading articles from the business magazine and newspapers. Exclusive Certificate will be issued on completion of the course.

LEARNING ACADEMY

MODULES



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LEARNING ACADEMY

XIBA Learning Academy brings together our breadth and depth of Personality Development with our learning design and technology skills and capabilities. We deliver a range of off-the-shelf digital, blended, and classroom courses on a wide range of subjects, delivered through our secure and accessible online platform.

The hallmark of the Academy is its approach – by working with experts on Personality Development which is a sum of characteristics of an individual which makes him different from the others. The learning programmes are outcome-focused and embedded in our consulting experience. We partner with experts in the relevant fields through building holistic, integrated learning modules pertinent to today's business world. The Academy curriculum is designed to deliver more than just training, but measurable skills and capability that an organization needs to realize its strategic aims.

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Module 1

Pitching the Perceives

Content

- Videos of popular advertisements shared to students
- Students were asked to watch all the videos

Activity:

- Students must write a short note about the Ad
- Justify the perception of the Ad
- Related the Ad with social values

Assessment:

- Students are evaluated on their writing comprehension
- Gauge how they perceive things that they see on a day to day life
- Finding a social context in everything they come across

Module 2

AD Zap

Content

- The advertisements on various TV channels
- Pick 2 sensible and insensible advertisements

Activity:

- State 2 sensible ads and reason why they seem sensible
- State 2 insensible ads and reason why they seem insensible
- Consider themselves as Director of Ads and showcase how they would re-shoot the insensible ads

Assessment:

- Students are evaluated on their writing comprehension
- Marketing skills will be evaluated
- Creativity will be reviewed

Module 3

Riddles

Content

- Riddles and Puzzles

Activity:

- Students are asked to answer the riddles

Assessment:

- Students are evaluated on their out of the box thinking
- Working on riddles will improve their aptitude skills

Module 4

Reading

Content

- News articles related to Business, Economy, Politics or Sports

Activity:

- Students need to read the article and record the same and share the video

Assessment:

- Students are evaluated on their reading skills

Module 5

Listening & Writing Exercise

Content

- A video is shared to the students

Activity:

- Students need to listen to the video carefully
- Provide a write up of their understanding

- Their ambitions
- About the glass ceiling in their life and how they overcome it

Assessment:

- Students are evaluated on their listening comprehension
- Writing skills are evaluated
- Students aim and ambition towards life and how they overcome their barriers

Module 6

Tell about yourself

Content

- “Tell About Yourself” Contents
- **Activity:**
- Students will need to record a 2 minutes video answering to “Tell About Yourself” covering Name, Native, Education, Strengths, Achievements, Short term goal and long term goal
- Present a 2 minute video
- Need to dress formally and converse only in English

Assessment:

- Students are evaluated on their presentation skills
- Language ability
- Interpersonal skills
- Eradicate stage fear

Module 7

Movie Review

Content

- Movie “SuraraiPotru”

Activity:

- Students are asked to provide a write up based on management thoughts depicted in the movie
- Justify how a clear vision can help someone fulfill his dream as depicted in the movie.
- Failures can be made into stepping stones. Do you think is it true as shown in the movie?
- Not just your ideas and dreams, you must have the support of our closed ones to reach our goals. How is it described in the movie?
- Planning on your finance and costing. Spending based on what you have. Do you get any outputs regarding financial management from the movie?
- Essential requirements to become a successful entrepreneur. List the points what you observe from the movie.
- State the positives and negatives from the movie. Including the technical flawsformally and converse only in English

Assessment:

- Students are evaluated on their observational skills
- Learn how to review a movie
- Creative thinking

Module 8

Aptitude test

Content

- Aptitude test
- 30 questions are assigned in total covering Logical Reasoning, Date Interpretation, Verbal Reasoning

Activity:

- Students are asked to answer all questions

Assessment:

- Students are evaluated on their verbal and reasoning skills
- Aptitude knowledge is essential for interviews

Module 9

Ignite your imagination

Content

- Programmes related to Human Rights Day Celebration
- The contribution could be of in any form such as Rhetoric, Audio Visual of Role plays with friends/ family, Photography, sketching, Painting, Recording of Singing or Dancing, Self-made videos and Poem Writing etc.

Activity:

- Students are asked to contribute towards Human Rights Day celebration

Assessment:

- Content Originality
- Creativity
- Theme Relevance

Module 10

Writing Comprehension

Content

- Write uo experience in 2020 and their expectations from 2021

Activity:

- Students are asked to submit a 2 page document to highlight their experiences of life in 2020 and their expectations from 2021

Assessment:

- Students are viewed on how they stayed positive amongst the Covid situation
- Also their view and expectations from the upcoming year and how they plan to move ahead in their life was evaluated
- Writing comprehension and grammatical error free writing is evaluated

Module 11

SWOT Analysis

Content

- SWOT Analysis – SWOT stands for Strength, Weakness, Opportunities and Threats. It is a tool used by companies to perform business analysis. Companies planning to start, grow and expand their business operations perform SWOT analysis to take business decisions. Strengths and Weakness are internal factors affecting decisions whereas Opportunities and Threats are external factors affecting decisions.
- Forming a team of 3 and for following sectors, identify top 3 companies by Market Cap and perform SWOT analysis. Each team should pick one sector.

Activity:

Students need to share PPT with 3 slides showcasing the below points:

- Company overview
- Market data, performance over the last years (High, low, current stock price)
- SWOT analysis (3 bullets for each)

Assessment:

- Students ability to Date Search and gathering data
- Perform SWOT Analysis
- Understand the overview of any company

Module 12

Formal vs Informal words

Content

Sentence structure and understanding of the difference between formal and informal words

Activity:

- Students are share 40 formal and informal words
- Students need to understand the meaning of the formal and informal words
- Write one sentence each for the formal words along with their meaning

Assessment:

- Students are analyzed on their understanding of the meaning of formal words
- Sentence structure and grammar errorless writing

Module 13

Business Analysis

Content

Analysis of micro and macro factors impacting the success and failure of the companies assigned to them.

Activity:

Students must prepare a 4 page deck to document the analysis of the company.

- Slide 1 – Company overview
- Slide 2 – Micro factors impacting the company
- Slide 3 – Macro factors impacting the company
- Slide 4 – Inference

Assessment:

Students are assessed based on the following:

- Data analysis and presentation skills
- PowerPoint presentation skills

Module 14

Employability Skills

Content

8 employability skills:

- Communication
- Teamwork
- Problem solving
- Self-management
- Planning and organizing
- Technology
- Learning
- Initiative and enterprise

Activity:

- Self-analyze themselves on the above mentioned skills and how they plan to bridge the gaps
- Submit a document about their findings along with ways to improve themselves in respective skills

Assessment:

- Self-analysis
- Understand their weak points and how they plan to eradicate the weakness
- Document preparation

Module 15

LinkedIn

Content

Creation of an ID in LinkedIn

Activity:

- Create your own LinkedIn Page
- Share the link

- Understand and document the job description for various streams like HR, Sales, Finance and Marketing

Assessment:

- On creation of their own LinkedIn page which is important for their professional growth
- Identification of the various job descriptions and requirements of companies

Module 16

Itchy Feet

Content

Work Atmosphere

Activity:

Students need to prepare a document to show their preparation to travel:

- Accommodation
- Food
- Clothes
- Customs
- local entertainment
- shopping
- culture
- history
- geography
- Weather

Assessment:

- Preparation and planning skills
- Research skills about a new place or destination before travelling

Module 17

Budget Analysis

Content

Recent budget 2021

Activity:

Students need to do the following activities:

- Identify the sustainability goals
- Analyze the budget allocation for these goals
- Present the data in a spread sheet

Assessment:

- Students are evaluated on their analysis skills
- Google search skills
- Excel sheet working skills

Module 18

Self-Awareness

Content

Self-awareness

Activity:

- Students need to be provided with the following questions and have them write it:
- What does your ideal “you” look like?
- What kinds of dreams and goals do you have?
- Why are these dreams or goals important?
- What is keeping you from these dreams or goals?

- Rank 5-10 of the most important things in your life in your career, family, relationships and love, money, etc.
- Now think about the proportion of time you dedicate to each of these things

Assessment:

- Understand the various answers of students and analyze their self awareness
- Writing skills

Module 19

Self-Acceptance

Content

Importance of self-acceptance

Activity:

- Ask students to cut or tear a piece of paper into 2 sections and on the top of one piece, write 'NEGATIVE" and on the other "POSITIVE". Next, ask them to spend a few minutes thinking about all the negative statements they tell themselves, then write these statements on the "NEGATIVE" paper (eg I'm hopeless at maths, I can't make friends easily).
- Explain that things people tell themselves can make them feel bad or good and it's important for people to examine these things to see if they are true and to work toward telling themselves positive things so they can feel good more often.
- Ask students to spend another few minutes thinking about all the positive sentences they tell themselves or that they could tell about themselves and to write them on the page headed "POSITIVE". (eg I'm nice, I'm a good friend)
- Go around the group and have each student read at least one positive statement he or she wrote about him or herself. If a student has difficulty thinking of a positive statement, have another class member suggest one.
- Now ask the students to examine the assumptions in the statements they wrote for both the NEGATIVE and POSITIVE papers. Is there a difference in the assumptions, for example, are their more "provable beliefs" in the positive or negative statements? Does the negative thought seem as real when it is written out as when they heard it in their head?
- To finish, ask students to crumple up the NEGATIVE paper and place it in the rubbish bin and have them place the POSITIVE statements in the front of a much used file/diary to remind them of these statements.

Assessment:

- Understanding the importance of accepting themselves and ways to see things positively in life

Module 20
Self-Disclosure

Content

Importance of self-disclosure

Activity:

- Encourage students to disclose some of their fears in written
- Make them read the same and check if that really is a fear and are there any ways to overcome it
- Have them write different ways to overcome their fear of disclosure

Assessment:

- Importance of disclosure
- Writing skills

Module 21
Feedback

Content

The importance of accepting feedback positively

Activity:

- Have students speak about a topic for 2 minutes
- Have other students listen to the topic and give feedback about the talk
- Students must provide positive feedback to start with
- Staff to share the areas of improvement
- This will give student how to receive a feedback and correct themselves

Assessments:

- Speaking ability of students by Providing constructive feedback

Module 22

Intra Personal Conflict

Content

- Intra personal conflict occasions

Activity:

- Make students write about “what they need in life” and what they want in life
- Then make them understand which is necessary and which is necessity

Assessment:

- Writing skills
- Understanding skills of what is really necessary in life and avoiding conflict in decision making

Module 23

Assertiveness

Content

Importance of being assertive in life and also in working environment

Activity:

- Provide a list of negative sentences to students
- Exercise on rewriting the same sentence in a positive way without hurting the feelings of others

Assessment:

- Writing skills
- Student’s usage of words
- How to see things positively

Module 24

Personal Value Analysis

Content

Ways to comprehend the Importance of analyzing the personal value

Activity:

- Make students list out the core personal values
- Research from internet and read books/autobiographies of great people and share examples of their core values

Assessment:

- Reading skills
- Researching skills
- Understanding the importance of having core personal values

Module 25

Attitudes

Content

The types of attitudes and how positive attitude helps them in their life and also in their working environment

Activity:

- Making students search for videos or television ads depicting the types of attitudes
- Students will play the video and demonstrate how attitudes are depicted and provide alternate ways as to how they will show positivity

Assessment:

- Video Search
- Video Review
- How to show positive attitude in life

Module 26

Managing Stress

Content

Real stress and ways how to manage or overcome stress

Activity:

- Make students write various factors that causes stress
- Make them write on ways to handle stress
- Students to talk and discuss about the various ways to manage stress as a group

Assessment:

- Writing skills
- Speaking skills
- Group discussion skills

Module 27

Inter Personal Relationships

Content

The importance of having interpersonal relationships within themselves in college as well as in working environment

Activity:

- Have students divide into teams
- Provide team exercises where students need to work as a team and perform the activity

Assessment:

- Team work
- Effective communication

Module 28

Trust

Content

The importance of trusting each other

Activity:

- Make students divide into teams
- Have one student being blind folded and have some obstacles on the way with small objects
- Other team members must guide the student to walk blind folded without stamping on any of the objects

Assessment:

- Effective communication
- Team work
- Trusting the teams voice and moving forward

Module 29

Life Positions

Content

Various life positions:

- 'I'm not OK, You're OK'
- 'I'm not OK, You're not OK'
- 'I'm OK, You're not OK'
- 'I'm OK, You're OK'

Activity:

- Make students search for videos depicting life positions
- Have students demonstrate the ways life positions are showcased in those videos

Assessment:

- Research skills
- Presentation Skills
- Importance of life positions

Module 30
Transactional Analysis

Content

Transactional analysis and its types

Activity:

- Show videos about transactional analysis explained by experts
- Make students discuss on the understanding

Assessment:

- Group discussion skills
- Understanding transactional analysis between students

Module 31
Structural Analysis

Content

The concept of structural analysis

Activity:

- Students are given words and are asked to divide the words into structure and try to understand the meaning of the same
- Discuss the answers among students to confirm uniformity of knowledge

Assessment:

- Vocabulary skills
- Words and their meanings

Module 32

Games & Strokes

Content

The concept of Games & Strokes

Activity:

- Divide students into teams
- Player 1 will be made to make a statement and player 2 will reply with contradictory statements until one of the player gives up
- Player 1 will be made to greet player 2 and player2 will be asked to respond
- Based on the response Player 1 will decide whether it is a positive stroke or negative stroke or null stroke

Assessment:

- Skills on understanding the difference between games and strokes
- Analyze the type of strokes and determine which is essential for life

Module 33

Life Scripts

Content

Life Script

Activity:

- Make students write article about things that happened in their early childhood
- Analyze how those incidents determined their life progress

Assessment:

- Writing skills of students
- Understanding the concept of life scripts

Module 34

FIRO-B

Content

Concept of FIRO-B

Activity:

- Make students understand their behavior and showcase how it affects the behaviors of others
- Show them videos and articles related to FIRO-B
- Make students discuss on the topic

Assessment:

- Knowledge on the concept of FIRO-B
- Group Discussion Skills

Module 35

FIRO-F

Content

Concept of FIRO-F

Activity:

- Make students understand their behavior and showcase how it affects the behaviors of others
- Show them videos and articles related to FIRO-F
- Make students discuss on the topic

Assessment:

- Knowledge on the concept of FIRO-F
- Group Discussion Skills

Module 36

Usage of Words

Content

The usage of using alternate words instead of using “very”

Activity:

- Replacement words for words that start with very are listed to students
- Students are made to frame sentences using the new words

Assessments:

- Usage of words
- Sentence formation
- Vocabulary

Module 37

Descriptive Words

Content

List of words and all possible synonyms for those words

Activity:

- Students are provided with common words and other words that portray the same meaning
- They are asked to frame sentences and understand how they can be used in a sentence

Assessments:

- Usage of words
- Sentence formation
- Grammar skills

Module 38

Management concept in Hollywood movies

Content

Movie related to management and write reviews

Activity:

- Students will be provided with a list of management related movies
- Submit a review of the movies

Assessment:

- Management ideology through movies
- Writing skills
- Movie review skills

Module 39

Group Discussion

Content

The concept of group discussion and its importance for interviews

Activity:

- Students to be divided into teams
- Each time to be provided with topics
- After 10 minutes, each team will discuss on the topic provided

Assessment:

- Group Discussion skills
- Speaking skills

Module 40

Public Speaking

Content

The importance of public speaking and eradicate stage fear

Activity:

- Students to be provided with topics on the previous days
- Students need to gather points and give a speech on the topic in front of audience

Assessments:

- Public speaking skills
- Shyness and stage fear