
ST.TERESA'S COLLEGE (AUTONOMOUS)

ERNAKULAM

(Affiliated to Mahatma Gandhi University, Kottayam)



**CURRICULUM AND SYLLABI FOR BACHELOR
PROGRAMME IN MANAGEMENT
(INTERNATIONAL BUSINESS)**

AND

**SYLLABI FOR COMPLEMENTARY COURSES IN
MANAGEMENT**

Under Choice Based Credit & Semester System
(2018 Admissions)

**St. Teresa's College (Autonomous)
Board of Studies in Commerce**

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10	Ms. Divya M.O.	Department of Management Studies, St. Teresa's College, Ernakulam	Member

PREFACE

As an autonomous college under Mahatma Gandhi University, St. Teresa's College has taken conscientious efforts to strengthen the curriculum by retaining all the fundamental stipulations of the University/Higher Education Council, to ensure a well-balanced Curriculum. Within the constraints of a prescribed syllabus, we have resolved to take a collective effort to create an inspiring academic culture in the institution, essential for teachers and students to access deeper knowledge and participate in its expansion and transmission. It is also to re-articulate the almost lost or forgotten fact that production and transmission of Quality Knowledge, essential for the development of students in particular and society in general, are the primary functions of any Educational Institution.

The Syllabus restructuring of 2018 aims to provide the students many opportunities to engage with authentic, real world learning. This has been evident through the significant number of new Programmes introduced at the wake of autonomy in 2014 with their integral placement opportunities. Increasingly, however, opportunities for engagement in work-based learning that can be provided through the curriculum across a range of subject areas are creating new and exciting ways to support student learning.

I acknowledge the efforts taken by the teachers in developing Programme and Course outcomes that focus on cognitive and intellectual skills of the learners ,confidence to carry out independent and scholarly research in area of professional interest to them and to position themselves globally effective cross- cultural educators .

I congratulate the efforts taken by the Principal Dr. Sajimol Augustine M. and the team for restructuring the syllabi under the leadership of Smt. Shanty B.P in a meaningful manner. Transformation is what makes St. Teresa's distinctive. Transforming lives in order to make a real impact on the local and international stage through the creation, sharing and application of knowledge. We look forward to sharing with you the outcomes of our curriculum restructuring and these resources we hope will enable you to reflect on learning gain in our own institution.

Dr. Sr. Vinitha (Celine E)

Director, St. Teresas College (Autonomous)

FOREWORD

Autonomy in the field of higher education implies responsibility and accountability and this in turn leads to excellence in academics and pro active governance. St Teresa's College was given autonomous status in the year 2014 and we have made a concerted attempt to maintain a high level of quality in the standard of education that we impart.

Academic autonomy has granted us the freedom to fine tune the syllabus keeping in mind the changing needs of the new generation of students. Education in the current scenario throws up a multitude of challenges and the curricula and syllabi ought to reflect the paradigm shift that has occurred in the various disciplines. Structured feedback was taken from the Students, Alumni and the experts from the industry and the changes suggested by them were duly incorporated in the syllabi.

The Board of Studies constituted for each department meet regularly in the stipulated time frame and in depth discussions are conducted about the different dimensions of the curricula and syllabi. The IQAC team has felicitated the conduct of a number of workshops and conferences to equip the faculty with the necessary skill set to frame the syllabi, set question papers for internal tests that evaluate whether the learning outcomes enlisted in the syllabus have been achieved and to ensure the fair and transparent conduct of examinations.

The responsibility that autonomy has placed on us is indeed onerous but we have strived together to meet all the challenges that were placed in our way. We have worked towards moulding young women as responsible citizens who will carry forward the task of nation building in an exemplary manner. All effort has been made to nurture their academic ambitions as well as their skills in co curricular activities.

With sincere gratitude I acknowledge the instinct support and constant guidance extended by Rev. Sr. Dr. Vinitha, the Director of the College.

I specially thank the team headed by Smt. Shanty B. P. for updating the *syllabi*, the Heads of the Departments and all the faculty members for their diligence, commitment and exceptional contribution towards this endeavour.

Dr. Sajimol Augustine M.
Principal, St. Teresa's College (Autonomous)

ACKNOWLEDGEMENT

At the outset, I bow my head before the Almighty for His eternal heavenly guidance during the entire process of restructuring. I remember with gratitude the support of our Director, Rev.(Dr).Sr.Vinitha, Principal, Dr.Sajimol Augustine.M and the members of syllabus revision committee during the syllabus restructuring process. I would like to acknowledge and thank the efforts of Prof. Jogy Alex, Department of Chemistry, St. Thomas College, Pala, for the knowledge he shared and the time he spent in assisting us with the restructuring guidelines. I am also grateful to all the esteemed members of the Board of Studies, Dr. Geetha C A, Dr. Mary P.U., Mr. Harry Rapheal, Dr. Asha E. Thomas, the HOD of the Department of Management Studies, Ms. Kalpitha Chakraborty and faculty members of the department Ms. Daly Poulose, Ms. Megha Mary Michael, Ms. Divya M O, Ms. Vani Pramod and Ms. Geethu Krishna for their constructive suggestions and contributions. Above all, I am deeply indebted to all the young and vibrant colleagues in the Department of Management Studies for the long and arduous work they have put in during the compiling of the restructured syllabus.

Dr. Elsamma Joseph
Chairman
Board of Studies of Commerce

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PREAMBLE

The process of internationalization together with continuous technology improvements, especially in the last three decades, has brought unprecedented flows of goods, services, labor and capital across national boundaries. World trade has become increasingly important, foreign direct investment is growing, and the competitive pressures on many industries and firms have intensified. There are big challenges for companies which operate internationally. They are becoming engaged in modes of business that are different from those they are accustomed to domestically. Therefore, it is important to develop a better understanding of how these multinational firms are managed and controlled. It is with this vision that the Bachelor Programme in Management Studies is formulated. With its specialization in International Business, they will learn to apply management theories and techniques in an increasingly multinational business environment. New research findings, case studies and comparative perspectives on the management of internationally operating firms will help students to understand these issues in more detail, and that the local adaptation of business and management concepts developed elsewhere is crucial. The program aims to prepare students for careers requiring global business awareness and to develop skills required to work in internationally operating companies and organizations. It provides the students with many opportunities, both to apply the theoretical knowledge acquired during the modules, and to develop a more in-depth understanding of common problems emerging in an international business environment. The inclusion of a minor project in the syllabus, offers the students an opportunity to experience an organization in real life setting. The major project enhances the research orientation of the students and they train themselves in statistical analysis and tools. The programme is designed in such a way that the students may willingly pursue higher education or are even ready to join an organization.

GRADUATE ATTRIBUTES

- Deep knowledge of the discipline of Management Studies
- Understand and respect the values, principles, methods and limitations of Management Studies as a discipline
- Capacity to engage in lifelong learning
- Ability to take up social and civic responsibilities relating to the environment and society
- Ability to reflective and critical thinking and creative problem solving
- Skill to influence positively and adapting to situations with sensitivity and integrity
- An informed international perspective and sensitivity to diversity
- A passion to engage globally and locally
- Career and leadership readiness
- Courage to explore and fulfill their potential

AIMS AND OBJECTIVES

By the end of each semester the students are able to achieve the following objectives set for the Bachelor of Management Studies –International Business are as follows:

First Semester

- To device application approaches to economic theories.
- Understand and apply statistical techniques in management.
- Learn to compute, interpret and appraise financial performance of a business firm.
- Enable students to understand principles of management.

Second Semester

- To develop an understanding of individual behavior
- To equip students in building people capability in today's business world.
- To offer a clarity on the principles of economics governing the nation

Third Semester

- To make students aware of the modern methods and techniques in marketing.
- To familiarize students with concepts and tools of financial management.
- Develop a better understanding of people management in business.
- To develop an understanding of the technological aspects of business
- To enhance the communication skills of the students
- To prepare the students for a career in management

Fourth Semester

- To understand the basic concepts in business law.
- To understand in depth the management of retail operations.
- To equip the students to create positive business communication
- To promote an entrepreneurial mindset in the students.
- To develop an understanding of consumers and their psychology.

Fifth Semester

- To familiarize students with the nuances of qualitative and quantitative market research methods.
- To help the students appreciate the environment they live in
- To understand applications of market research in managerial decision making.
- To promote an ethical mindset in the future managers
- To understand the relevance of services marketing in the 21st century.
- To initiate students into the world of global business management
- To comprehend the needs and values in the business world.

Sixth Semester

- To equip students with an understanding of business strategy
- To unearth the importance of Financial Institutions and Markets.
- To cement students understanding and impart skills needed to operate in international markets.
- To give a practical exposure to Business research

COURSE DESIGN

The Bachelor’s Program in Management Studies – International Business (IB) includes (a) Common courses, (b) Core courses, (c) Complementary Courses, (d) Open Course, (e) Choice based elective courses and (f) Projects. No course carries more than 4 credits. The student shall select any one open course in Semester V offered by any department other than their parent department including the physical education department, depending on the availability of infrastructure facilities in the institution. The number of courses for the restructured programme should contain 14 Discipline Core, a Course in Environment Science and Human Rights in Semester V, 4 Choice Based Core Courses and 7 Complementary Courses. There are two common courses offered in the first and second semesters.

PROGRAMME STRUCTURE

MODEL III – BACHELOR OF MANAGEMENT STUDIES

A	Programme Duration	6 Semesters
B	Total Credits required for successful completion of the Programme	120
C	Credits required from Common Course	8
D	Credits required from Core course and Complementary courses including Project	109
E	Credits required from Open Course	3
F	Minimum attendance required	75%

The programme (Model III) consists of common courses with 8 credits, core course, Choice based course, and complementary courses with 109 credits and open course with 3 credits

SCHEMES OF COURSES

The different kinds of courses and their numbers are as follows:

S. No.	Course Work - Subject Area	No. of courses	Credits
1	Common Courses	2	8
2	Discipline Core	14	56
3	Environmental Science and Human Rights (Compulsory Core)	1	4
4	Choice Based Electives	4	16
5	Complementary Courses	7	25
6	Open Course	1	3
7	Project	2	8
Total		31	120

COURSE CODE FORMAT

Every course in the program is coded according to the following criteria. The first two characters of the code indicates Management Studies (MS); and the third numeric character indicates the Semester, Fourth Character indicates the type of Course (A for Common Course, B for Core, C for Complementary and D for Open Course), the fifth numeric digits indicate the Course number, the sixth characters indicate the Programme –B for Bachelors and the last numeric indicates the year of admission

STRUCTURE OF THE PROGRAMME
DETAILED DISTRIBUTION OF COURSES OF BACHELORS PROGRAMME IN
MANAGEMENT STUDIES

Semeste	Type of Course	Course Code	Title of the Course	No. of hrs /week	Credits	Max. Marks	
						ISA	ESA
1	Common	EN1A01B18	Fine-tune Your English	5	4	20	80
	Core	MS1B01B18	Management Concepts and Practices	5	4	20	80
		MS1B02B18	Accounting - I	5	4	20	80
		MS1B03B18	Quantitative Techniques for Management	5	4	20	80
		MS1B04B18	Managerial Economics	5	4	20	80
Total Semester Credits				20			
2	Common	EN2A03B18	Issues that Matter	5	4		
	Core	MS2B05B18	Organizational Behaviour	5	4	20	80
		MS2B06B18	Business Communicaaion	5	4	20	80
		MS2B07B18	Accounting - II	5	4	20	80
		MS2B08B18	International Business	5	4	20	80
Total Semester Credits				20			
3	Complementary	MS3C01B18	Applied Macro Economics	5	4		
	Core	MS3B09B18	Human Resources Management	5	4	20	80
		MS3B10B18	Marketing Management	5	4	20	80
		MS3B11B18	Financial Management	5	4	20	80
	Core - Project	MS3BPRB18	Personality Development and Communication Skills	5	4	20	80
Total Semester Credits				20			
4	Complementary	MS4C02B18	Entrepreneurship	5	4	20	80
		MS4C03B18	EXIM Procedures and Documentation	5	4	20	80
		MS4C04B18	Consumer Behavior	5	4	20	80
	Core	MS4B12B18	Business Research Methods	5	4	20	80
		MS4B13B18	Financial Institutions and Markets	5	4	20	80
Total Semester Credits				20			
5	Core	MS5B14B18	Environment Science and Human Rights	5	4	20	80

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	Open	Offered by Other Departments	Open Course	4	3	20	80
	Complementary	MS5C05B18	Business Information System	4	3	20	80
		MS5C06B18	Business Ethics and CSR	4	2	20	80
	Choice Based Core - I	MS5B15B18	Services Marketing	4	4	20	80
		MS5B16B18	Salesmanship	4	4	20	80
	Choice Based Core – II	MS5B17B18	Fundamentals of Foreign Trade	4	4	20	80
		MS5B18B18	International Accounting and Reporting System	4	4	20	80
Total Semester Credits				20			
6	Complementary	MS6C07B18	Business Law	5	4	20	80
	Core	MS6B19B18	Business Strategy	5	4	20	80
	Choice Based Core - I	MS6B20B18	Transnational and Cross Cultural Marketing	5	4	20	80
		MS6B21B18	Advertising Management	5	4	20	80
	Choice Based Core - II	MS6B22B18	Multinational Business Finance	5	4	20	80
		MS6B23B18	International Distribution and Supply Chain Management	5	4	20	80
	Core - Project	MS6BPRB18	Project Work	5	4	20	80
Total Semester Credits				20			

Total Credits = 120

**CONSOLIDATED SCHEME FOR I TO VI SEMESTERS PROGRAMME
STRUCTURE**

BACHELOR PROGRAMME IN MANAGEMENT STUDIES (MODEL – III)

1. SCHEME OF THE CORE COURSES

Course Code	Title of the Course	No. of Contact Hrs./Week	Credit	Semester	Total No. of Hrs.	Marks	
						ISA	ESA
Semester I							
MS1B01B18	Management Concepts and Practices	5	4	1	90	20	80
MS1B02B18	Accounting - I	5	4	1	90	20	80
MS1B03B18	Quantitative Techniques for Management	5	4	1	90	20	80
MS1B04B18	Managerial Economics	5	4	1	90	20	80
Total Credits		16					
Semester II							
MS2B05B18	Organizational Behavior	5	4	2	90	20	80
MS2B06B18	Business Communication	5	4	2	90	20	80
MS2B07B18	Accounting - II	5	4	2	90	20	80
MS2B08B18	International Business	5	4	2	90	20	80
Total Credits		16					
Semester III							
MS3B09B18	Human Resource Management	5	4	3	90	20	80
MS3B10B18	Marketing Management	5	4	3	90	20	80
MS3B11B18	Financial Management	5	4	3	90	20	80
MS3BPRB18	Personality Development and Communication Skills – Minor Project	5	4	3	90	20	80
Total Credits		16					

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Semester IV							
MS4B12B18	Business Research Methods	5	4	4	90	20	80
MS4B13B18	Financial Institutions and Markets	5	4	4	90	20	80
Total Credits		8					
Semester V							
MS5B14B18	Environment Science and Human Rights	5	4	4	90	20	80
Total Credits		4					
Semester VI							
MS6B19B18	Business Strategy	5	4	4	90	20	80
MS6BPRB18	Project	5	4	4	90	20	80
Total Credits		8					
Total Credits from Core Courses		68					

2. SCHEME OF THE OPEN COURSES

(Offered to students of other departments)

Course Code	Title of the Course	No.of Contact Hrs./Week	Credit	Semester	Total No. of Hrs.	Max. Marks	
						ISA	ESA
MS5D01B18	Branding, Innovation and Creativity	4	3	5	72	20	80
Total Credits from Open Courses		3					

3. SCHEME OF THE CHOICE BASED COURSES

Course Code	Title of the Course	No.of Contact Hrs./Week	Credit	semester	Total No. of Hrs.	Max Marks	
						ISA	ESA
MS5B15B18	Services Marketing	4	4	5	72	20	80
MS5B16B18	Salesmanship	4	4	5	72	20	80
MS5B17B18	Fundamentals of Foreign Trade	4	4	5	72	20	80
MS5B18B18	International Accounting and Reporting System	4	4	5	72	20	80
Total Credit					8		
MS6B20B18	Transnational and Cross Cultural Marketing	5	4		90	20	80
MS6B21B18	Advertising Management	5	4		90	20	80
MS6B22B18	Multinational Business Finance	5	4		90	20	80
MS6B23B18	International Distribution and Supply Chain Management	5	4		90	20	80
Total Credit					8		
Total Credit from Choice Based Courses					16		

4. SCHEME OF THE COMPLEMENTARY COURSES

Course Code	Title of the Course	No.of Contact Hrs./Week	Credit	Semester	Total No. of Hrs.	Max. Marks	
						ISA	ESA
Semester III							
MS3C01B18	Applied Macro Economics	5	4	3	90	20	80
Total Credits		4					
Semester IV							
MS4C02B18	Entrepreneurship	5	4	4	90	20	80
MS4C03B18	EXIM procedures and Documentation	5	4	4	90	20	80
MS4C04B18	Consumer Behavior	5	4	4	90	20	80
Total Credits		12					
Semester V							
MS5C05B18	Business Information System	4	3	5	72	20	80
MS5C06B18	Business Ethics and CSR	4	2	5	72	20	80
Total Credits		5					
Semester VI							
MS6C07B18	Business Law	5	4	6	90	20	80
Total Credits		4					
Total Credits from Complementary Courses		25					

EXAMINATIONS

The external theory examination of all semesters shall be conducted by the College at the end of each semester. Internal evaluation is to be done by continuous assessment

Examinations have two parts: Internal or In-Semester Assessment (ISA) & External or End–Semester Assessment (ESA). The ratio between ISA and ESA shall be 1:4. Both internal and external marks are to be rounded to the next integer.

MARKS DISTRIBUTION FOR END-SEMESTER ASSESSMENT (ESA) AND IN-SEMESTER ASSESSMENT (ISA)

Marks distribution for ESA and ISA and the components for internal evaluation with their marks are shown below:

Components of the internal evaluation and their marks are as below.

For all courses without practical

- a) End–Semester Assessment (ESA): 80 marks
- b) In-Semester Assessment (ISA): 20 marks

ISA - Theory	Marks
Attendance	5
Assignment/Seminar/Viva	5
Test papers (2 x 5)	10
Total	20

Attendance:

% of Attendance	Marks
>90%	5
Between 85 and 90	4
Between 80 and 85	3
Between 75 and 80	2
75 %	1
< 75	0

FOR PROJECTS/ INDUSTRIAL VISIT AND COMPREHENSIVE VIVA-VOCE*:

- (a) End–Semester Assessment (ESA): 80
(b) In-Semester Assessment (ISA): 20

Components of Project/I.V. and Viva – ESA	Marks
Dissertation (External)	50
Comprehensive Viva-voce (External)	30
Total	80

* Bonafide reports of the project work or Industrial Visit conducted shall be submitted at the time of examination.

* The minor project does not involve dissertation.

All the four components of the ISA are mandatory.

Components of Project/ I.V. - ISA	Marks
Punctuality	5
Experimentation / Data Collection	5
Knowledge	5
Report	5
Total	20

ASSIGNMENTS

Assignments are to be done from 1st to 4th Semesters. At least one assignment should be done in each semester for all courses.

SEMINAR / VIVA

A student shall present a seminar in the 5th semester and appear for Viva- voce in the 6th semester for all courses.

IN-SEMESTER ASSESSMENT - TEST PAPERS

Two internal test- papers are to be attended in each semester for each paper. The evaluations of all components are to be published and are to be acknowledged by the students. All documents of internal assessments are to be kept in the college for two years. The responsibility of evaluating internal assessment is vested on the teachers who teach the course.

END-SEMESTER ASSESSMENT:

The End-Semester examination of all courses shall be conducted by the College on the close of each semester. For reappearance/ improvement, students can appear along with the next batch.

Pattern of Question Paper:

A question paper shall be a judicious mix of short answer type, short essay type/ problem solving type and long essay type questions.

For each course the End-semester Assessment is of 3 hours duration. The question paper has 3 parts. Part A contains 12 questions of which 10 are to be answered .Part B contains 9 short essay questions of which 6 are to be answered. Part C has 4 long essay questions of which 2 are to be answered.

Part	No. of Questions	No. of questions to be answered	Marks (for courses with practical)	Marks (for courses without practical)
A (Short Answer type)	12	10	10 x 1 = 10	10 x 2 = 20
B (Short Essay)	9	6	6 x 5 = 30	6 x 5 = 30
C (Long Essay)	4	2	2 x 10 =20	2 x 15 = 30

GRADES

A 7-point scale based on the total percentage of marks (ISA + ESA) for all courses (theory, practical, project)

% of marks	Grade	Grade point
>95	S - Outstanding	10
85 - 95	A⁺ - Excellent	9

75 - 85	A - Very good	8
65 - 75	B⁺ - Good	7
55 - 65	B - Above average	6
45 - 55	C - Satisfactory	5
35 - 45	D - Pass	4
<35	F - Failure	0
	Ab - Absent	0

PASS CRITERIA:

- A separate minimum of 30% marks each for ISA and ESA (for both theory and practical) and aggregate minimum of 35% is required for a pass in a course.
- For a pass in a programme, a separate minimum of Grade D is required for all the individual courses.
- If a candidate secures F Grade for any one of the courses in a semester/programme, only F grade will be awarded for that semester/programme until she improves this to D Grade or above within the permitted period.
- Students who complete the programme with D grade will have one betterment chance within 12 months, immediately after the publication of the result of the whole programme.

CREDIT POINT AND CREDIT POINT AVERAGE

Credit Point (CP) of a course is calculated:

$$CP = C \times GP$$

C = Credit; GP = Grade point

Semester Grade Point Average (SGPA) of a semester:

$$SGPA = TCP/TC$$

TCP = Total Credit Point of that semester

TC = Total Credit of that semester

Cumulative Grade Point Average (CGPA) is calculated:

$$CGPA = TCP/TC$$

TCP = Total Credit Point of that programme

TC = Total Credit of that programme

GRADE POINT AVERAGE (GPA)

GPA of different category of courses viz. Common courses, Complementary courses, Core courses etc. are calculated:

GPA = TCP/TC

TCP = Total Credit Point of a category of course

TC = Total Credit of that category of course

Grades for the different courses, semesters and overall programme are given based on the corresponding GPA

GPA	Grade
>9.5	S - Outstanding
8.5 – 9.5	A⁺ - Excellent
7.5 – 8.5	A - Very good
6.5 – 7.5	B⁺ - Good
5.5 – 6.5	B - Above average
4.5 – 5.5	C - Satisfactory
3.5 – 4.5	D - Pass
<3.5	F - Failure

- For reappearance/improvement of I, II, III & IV semesters, candidate have to appear along with the next batch.
- There will be supplementary exams for V sem in the respective academic year.
- Notionally registered candidates can also apply for the said supplementary examinations.
- A student who registers her name for the end semester assessment for a semester will be eligible for promotion to the next semester.
- A student who has completed the entire curriculum requirement, but could not register for the Semester examination can register notionally, for getting eligibility for promotion to the next semester.
- A candidate who has not secured minimum marks/credits in ISA can re-do the same registering along with the ESA for the same semester, subsequently
- There shall be no improvement for internal evaluation

**SYLLABI FOR
CORE COURSES IN
MANAGEMENT STUDIES**

SEMESTER I

COURSE CODE: MS1B01B18

COURSE TITLE: MANAGEMENT CONCEPTS AND PRACTICES

Total Lecture Hours: 90

Credit: 4

Aim of the Course

To enable the students to understand the principles of management thought and applying the same in practice

Course Overview and Context:

Historically, managers have considered decision making as an art; something learned by trial and error; something based on creativity, judgment, intuition, and experience. This course gives a structured way of attacking a wide range of real problems, using data-driven analysis to guide decision-making. We will consider how to think about and manage uncertainty and risk, how to translate data about the business into useful insights, how to put value on various courses of action, and how to generally make informed decisions.

Course Content

Module 1

(18 hours)

Introduction and Nature of Management -Definition & Meaning-By P. F. Drucker, Koontz O’ Donnel, S. George - Management as an Art, Science and Profession -Distinction between Administration and Management - Importance & Functions of Management.

Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership

Module II

(26 hours)

Evolution of Management- Thought -Pre Scientific Management era - Scientific Management & Contribution of F. W. Taylor - Process Management & contribution of Henri Fayol -HR movement - Hawthorne experiments-Contributions of Behavioral scientists- Abraham Maslow, Peter Druker, Douglas Mc. Gregor

Module III

(18 hours)

Corporate Expansion: mergers and acquisitions, diversification, forward and backward integration, joint ventures, Strategic alliance.

Overview of Planning: Types of Plans & The planning process; Decision making: Process, Types and Techniques. Control: Function, Process and types of Control;

Module IV (10 hours)

Principles of organizing: Common organisational structures; Delegation & Decentralization: Factors affecting the extent of decentralization, Process and Principles of delegation.

Module V (18 hours)

Meaning & Importance of Directing -Leadership: Meaning & Styles Motivation: importance & Theories (Maslow, Herzberg, McGregor) Communication- Meaning, Objectives & Types of communication -Meaning, Principles and techniques of Co-ordination -Meaning, Need & steps in Controlling

Competencies of the course:

- Understand concept of Management and its Principles
- Understand the Evolution of Management
- Understand Planning and Decision Making in management.
- Understand the concepts of Organizing & Departmentation
- Understand the Elements of Directing, Co-ordination and Control

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- Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
- Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
- Kavita Singh: Organisational Behaviour, Vikas Publication.
- Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
- Luthans Fred: Organisational Behaviour, Tata McGraw Hill.

SEMESTER I

MS1B01B18: MANAGEMENT CONCEPTS AND PRACTICES

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	18	2	1	1	24
IV	10	2	1	0.5	16.5
V	18	3	2	0.5	23.5

Bachelor’s Degree in Management Studies (International Business)

(C.B.C.S.S) Examination

Model Question Paper

I SEMESTER-CORE

MS1B01B18 MANAGEMENT CONCEPTS AND PRACTICES

Time: 3 hrs

Maximum marks: 80

Max time: 03 hrs

PART A

Answer any ten questions

1. What is business?
2. Describe franchising.
3. Define planning in business.
4. Describe planning process
5. What is delegation?
6. Name all era of management thoughts
7. What is Hawthorne experiments?
8. Describe decision types.
9. Describe types of plan.
10. What is directing in business?
11. Define leadership.
12. What is motivation?

10x2= 20 marks

PART B

Answer any six questions

13. Distinguish between centralization and decentralization.
14. Briefly explain various features of management.
15. Explain scientific management.
16. Explain the various types of standing or repeated use plans.
17. Define ‘leadership’.
18. List the difference between co-ordination and cooperation.
19. What is strategy?
20. What is line-staff organization structure?
21. What is ‘esprit-de-corps’?

6x5= 30 marks

PART C

Answer any two questions

22. Discuss the communication model in detail.
23. Explain the steps involved in managerial control.
24. Explain the types of Departmentation.
25. Explain the steps involved in decision making.

2x15=30marks

SEMESTER I

COURSE CODE: MS1B02B18

COURSE TITLE: ACCOUNTING - I

Total Lecture Hours: 90

Credit: 4

Aim of the course: At the end of this Subject, students will be able to compute, interpret and appraise financial performance, financial position and adaptability as revealed by financial statement analysis, in particular by the use of financial and accounting ratios

Course Overview and Context: Accounting is the language of business. Learning this language is essential for anyone who must make decisions based on financial information. In this course, students will develop the technical skills needed to analyse financial statements and disclosures and will learn how accounting standards and managerial incentives affect the financial reporting process. The course focuses on understanding how economic events such as operating activities, corporate investments, and financing transactions are recorded in the three main financial statements (i.e., the income statement, balance sheet).

Course Content:

Module I

(18 hours)

Introduction to Accounting, Need for Accounting, History and Development of Accounting, Definitions and Functions of Accounting, Book-keeping and Accounting, Is Accounting a Science or an Art?, End Users of Accounting Information, Accounting and Other Disciplines.

Objectives of Accounting, Branches of Accounting. The Institute of Chartered Accountants of India, Accounting Principles and Conventions, International Financial Reporting Standards – Brief Overview only.

Module II

(26 hours)

Introduction, Journal, Rules of Debit and Credit, Compound Journal Entry, Opening Entry, Ledger, Posting, Rules Regarding Posting, Use the Words "To" and "By", Advantages of Ledger.

Trial balance, Errors of Omission, Errors of Principle, Rectification of Errors, Preparation of the Trial Balance, Preparation of the Final Accounts, Suspense Account, Methods of Preparing Trial Balance.

Module III

(10 hours)

Income Statement/Profit and Loss account: Introduction, Trading account- Gross Profit, Non cash expenditures, Expenses, Profit and Loss account- Net profit, Bottom line, Accrual accounting.

Balance Sheet: Introduction, Asset, Liabilities, Adjustments: outstanding incomes and expenses, depreciation adjustments, closing stock, prepaid incomes and expenses, Balance Sheet as an Indicator of Financial Position.

Module IV

(10 hours)

Depreciation Methods-Introduction, Definition, Methods of Calculation – Written down Value method, Straight Line Methods, Block of Assets, Depreciation rates, Depreciation Tax Shield.

Module V

(26 hours)

Bank Reconciliation Statement- Meaning, Need of reconciliation statement – Cash book and Pass book- Difference between cash book and pass book.

Competencies of the course:

- Understand Accounting and its principles.
- Understand journal, ledger, trial balanced and errors.
- Ascertainment of Financial statement
- Understand of depreciation.
- Understand Bank Reconciliation Statement.

References

- Narayanswamy, Financial Accounting and Managerial Perspective, 4th edition, PHI Learning, 2011
- S. N. Maheshwari and S. K. Maheshwari, An Introduction to Accountancy, 8th Edition, Vikas Publishing House, 2008.
- R. L. Gupta and V. K. Gupta. Financial Accounting: Fundamentals, 5th edition, Sultan, Chand Publishers, 2006.
- Rajesh Agarwal and R Srinivasan, Accounting Made Easy, 3rd edition, McGraw Hill, 2008.
- Thomas R. Ittelson, Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports, 1st edition, New Age International, 2009

SEMESTER I

MS1B02B18: ACCOUNTING – I

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	1	24
IV	10	2	1	0.5	16.5
V	26	3	2	0.5	23.5

Bachelor's Degree in Management Studies (International Business)

(C.B.C.S.S) Examination

Model Question Paper

I SEMESTER-CORE

MS1B02B18 ACCOUNTING - I

Time: 3 hrs

Maximum marks: 80

Max time: 03 hrs

PART A

Answer any ten questions. (10 X 2= 20)

1. Define Accounting.
2. Write any four objectives of Accounting?
3. What are the golden rules of Accounting?
4. Classify the following items into real, personal and nominal accounts.
a. Capital b. Purchases c. State Bank of India d. Cash
5. Explain Accounting Equation with an example.
6. What do you mean by profit and loss account?
7. What is the treatment on following items in Trading and P&L Account?
Interest paid Depreciation
Bad debts recovered Carriage inward
8. Differentiate Current asset and Fixed asset.
9. Define depreciation and also mention different methods to calculate it.
10. What are the methods of preparing Trial Balance?
11. What is Depreciation Tax Shield?
12. Explain the following terms:
a. Posting b. Journalising

PART B

Answer any six questions. (6 X 5 =30)

13. Differentiate between Straight Line Method and Fixed method?
14. Explain the accounting conventions.
15. What are the advantages of ledger?
16. What are the essential functions of accounting?
17. Write the classification of accounts
18. From following figures, prepare a trading account for the year ending 31st

December, 2013:

Stock on 1st January, 2013	10,000
Purchases	20,000
Returns outwards	1,000
Sales	40,000
Returns inwards	2,000
Stock on 31st December, 2013	5,000

19. When balance as per cash book is favourable. From the following details, make out a bank reconciliation statement for M/s.Srinivasan & Company as on December 31, 2003 to find out the balance as per pass book.

- 1) Cheques deposited but not yet collected by the bank 1500
- 2) Cheque issued to Mr.Raju has not yet been presented for payment 2500
- 3) Bank charges debited in the pass book 200
- 4) Interest allowed by the bank 100
- 5) Insurance premium directly paid by the bank as per standing instructions
500
- 6) Balance as per cash book 200

20. Mrs. Surabhi used goods worth 2,500 for private purposes, which is not recorded in the books. Charge depreciation on furniture 10% and machinery 20% p.a. on December 31, 2013 her debtors were worth 70,000 and creditors Rs. 35,000, stock in trade was valued on that date at Rs. 25,000.

21. Give rectifying entries for the following.

- (i) Furniture purchased for Rs. 2500 was debited to purchases account.
- (ii) Old machine sold on credit for Rs. 3,000 was entered in sales day book.
- (iii) A sum of Rs. 75 paid to Biji was debited to Varkey’s Account.
- (iv) Rent paid to landlord Rs. 300 was debited to landlord’s account.
- (v) Wages paid on erection of machinery Rs. 750 was debited to wages account

PART C

Answer any 2 questions. (2 X15 = 30marks).

22. Journalise the following transactions.

January 2015	Rs.
1 Purchased furniture on cash	4,000
2 Purchased goods for cash	9,000
3 Sold goods for cash	7,000
4 Purchased machinery from P Ltd.	12,000
5 Purchased goods on credit from Hari	6,000
6 Sold goods to Ram	8,000
7 Cash paid to P Ltd	9,000
8 Paid to Hari	4,500
9 Received cash from Ram	6,500
10 Paid Salary	1,200
11 Cash paid to bank	2,800
12 Received Commission	200

23. Explain the accounting concepts.

24. Mrs. Surabhi started business on January 01, 2013 with cash of Rs. 50,000, furniture of Rs. 10,000, goods of 2,000 and machinery worth 20,000. During the year she further introduced Rs. 20,000 in her business by opening a bank account. From the following information extracted from her books, you are required to prepare final accounts for the year ended December 31, 2013.

Receipt from debtors	57,500
Cash sales	45,000
Cash purchases	25,000
Wages paid	5,000
Salaries to staff	17,500
Trade expanses	6,500
Electricity bill of factory	7,500
Drawings of Surabhi	3,000
Cash paid to creditors	42,000
Discount allowed	1,200
Discount received	3,000
Bad debts written-off	1,300
Cash balance at end of year	20,000

25. What is a rectification of errors? Explain different types of error.

SEMESTER I

COURSE CODE: MS1B03B18

COURSE TITLE: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Total Lecture Hours: 90

Credit: 4

Aim of the course: To acquaint students with the applications of Quantitative techniques for managerial decision situations. The emphasis is on understanding the concepts, formulation and interpretation.

Course Overview and Context: Basic concepts of Averages are discussed. The students are exposed to probability techniques. Effective project management skills are developed by equipping them to analyse project networks. Management applications using examples are emphasized.

Course Content:

Module I

(18 hours)

Measures of Central Tendency - mean, median, mode. Merits, Limitations and Suitability of averages. Measures of Dispersion: Meaning and Significance-Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Skewness, Kurtosis. Correlation Analysis: Meaning and significance. Correlation and Causation, Types of correlation. Methods of studying simple correlation - Scatter diagram, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation coefficient, Regression Analysis: Meaning and significance, Regression vs. Correlation. Linear Regression, Regression lines (X on Y, Y on X)

Module II

(26 hours)

Probability: Meaning and need. Rules of addition and multiplication. Conditional probability. Bayes’ theorem, Random Variable- discrete and continuous. Probability distributions: Meaning, Random variable – Expected value – Binomial, Poisson, Normal distributions – Business applications.

Module III

(10 hours)

Network Analysis: Construction of the Network diagram, Critical Path- float and slack analysis (Total float, free float, independent float), PERT.

Module IV

(10 hours)

Matrices – Types – Addition – Subtraction – Multiplication – Inverse – Determinant and solving systems of equations – Matrix Method & Determinant Method.

Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Fishers Index number, Business applications of Index Numbers.

Module V

(26 hours)

Hypothesis testing: Concept; Level of Significance; Test of hypothesis concerning Mean, Interval estimation using Normal Z test & t test, Hypothesis Testing using z and t test for single mean.

References:

- N. D. Vohra: Quantitative Management, Tata McGraw Hill .
- P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
- V. K. Kapoor: Operations Research, Sultan Chand & Sons.
- J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.
- S.P. Gupta (S.P.): Statistical Methods, Sultan Chand & Sons, 34th Edition.
- Richard Levin & David Rubin : Statistics for management, Prentice Hall.
- Anderson, Sweeny & Williams: Statistics for Business and Economics, South Western.

Competencies of the course:

- Understand the Measures of Central Tendency
- Understand the Measures of Dispersion
- Understand the Time Series Analysis
- Understand the Analysis of Bi Variate Data- Correlation
- Understand the Analysis of Bi Variate Data- Regression

SEMESTER I

MS1B03B18: QUANTITATIVE TECHNIQUES FOR MANAGEMENT

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	0	14
II	26	3	3	1	36
III	10	2	1	1	24
IV	10	2	1	1	24
V	26	3	2	1	31

Bachelor’s Degree in Management Studies (International Business)

(C.B.C.S.S) Examination

Model Question Paper

I SEMESTER-CORE

MS1B03B18

Quantitative Techniques for Management

Time: 3 hrs

Maximum marks: 80

Max time: 03 hrs

PART A

Answer any ten questions

1. What is the relationship between mean, median and mode?
2. What are the advantages of Harmonic Mean?
3. What is coefficient of correlation?
4. What are the types of correlation?
5. What is the difference between Regression and Correlation?
6. What is meant by Time Series analysis?
7. Define Index number?
8. What is Bayes theorem?
9. What is Central limit theorem?
10. What is Hypothesis testing?
11. What is significance level?
12. Explain rejection region?

10x2= 20 marks

PART B

Answer any six questions

13. Find the Quartile Deviation for the following set of data:
{490, 540, 590, 600, 620, 650, 680, 770, 830, 840, 890, 900}
14. Find the harmonic mean of the following distribution of data.

Dividend yield (percent): 2-6 6-10 10-14

Number of companies : 10 12 28

15. The following table gives indices of industrial production and number of registered unemployed people (in lakh). Calculate the value of the correlation coefficient.

Year : 1991 1992 1993 1994 1995 1996 1997 1998

Index of Production : 100 102 104 107 105 112 103 99

Number Unemployed: 15 12 13 11 12 12 19 26

16. The following table gives the distribution of items of production and also the relatively defective items among them, according to size groups. Find the correlation coefficient between size and defect in quality.

Size-group : 15-16 16-17 17-18 18-19 19-20 20-21

No. of items : 200 270 340 360 400 300

No. of defective items : 150 162 170 180 180 114

17. The coefficient of rank correlation between debenture prices and share prices is found to be 0.143. If the sum of the squares of the differences in ranks is given to be 48, then find the values of n ?
18. How are index numbers constructed?
19. The probability that a contractor will get a plumbing contract is $\frac{2}{3}$ and the probability that he will not get an electrical contract is $\frac{5}{9}$. If the probability of getting at least one contract is $\frac{4}{5}$, what is the probability that he will get both?
20. The mean life time of a sample of 400 fluorescent light bulbs produced by a company is found to be 1600 hours with a standard deviation of 150 hours. Test the hypothesis that the mean life time of the bulbs produced in general is higher than the mean life of 1570 hours at $\alpha=0.01$ level of significance?
21. The average breaking strength of steel rods is specified to be 18.5 thousand kg. To test the breaking strength a sample of 14 rods was taken. The mean and standard deviation so obtained were 17.85 thousand kg and 1.955 thousand kg, respectively. Is there any significant deviation in the breaking strength of the rods?

6x5= 30 marks

PART C

Answer any two questions

22. The following data give the ages and blood pressure of 10 women.

Age : 56 42 36 47 49 42 60 72 63 55

Blood pressure: 147 125 118 128 145 140 155 160 149 150

- Find the correlation coefficient between age and blood pressure?
- Determine the least-squares regression equation of blood pressure on age?
- Estimate the blood pressure of a woman whose age is 45 years?

23. Explain briefly the additive and multiplicative models of time-series. Which of these models is more popular in practice and why?

24. Explain the general procedure for Hypothesis testing?
25. A high school teacher at a small private school assigns trigonometry practice problems to be worked via the net. Students must use a password to access the problems and the time of log-in and log-off are automatically recorded for the teacher. At the end of the week, the teacher examines the amount of time each student spent working the assigned problems. The data is provided below in minutes. Find the Mean, Median, Mode, Harmonic Mean and Geometric Mean for the above data?
- 15, 28, 25, 48, 22, 43, 49, 34, 22, 33, 27, 25, 22, 20, 39

2x15=30marks

**SEMESTER I
COURSE CODE: MS1B04B18**

COURSE TITLE: MANAGERIAL ECONOMICS

Total Lecture Hours: 90

Credit: 4

Aim of the Course

The objective of this subject is to acquaint the student with the basic Principles, tools and techniques of Economics and application of the same in the competitive business world

Course Overview and Context:

The fundamental economic principles underlying the operation of modern businesses in market-based economies are investigated. Among the questions addressed are: How does the distinction between costs in the short and long run affect decisions? How do costs, demand, price, and profit relate? What factors determine the degree of competition in an industry? What pricing strategies are available to a firm? How can the use of game theory improve managers’ decisions? How do managers use regression analysis? How does market structure determine profitability?

Course Content

Module 1 (12 hours)

Meaning & Definition - Features of Managerial Economics -Scope of Managerial Economics
Objectives and practical uses of Managerial Economics-Role and Responsibilities of Business
Economist to modern Business Management

Module II (22 hours)

Demand, Supply and Market equilibrium: individual demand, market demand, individual
supply, market supply, market equilibrium; Elasticities of demand and supply : Price
elasticity of demand, income elasticity of demand, cross price elasticity of demand, elasticity
of supply;

Theory of consumer behavior : cardinal utility theory, ordinal utility theory(indifference
curves, budget line, consumer choice, price effect, substitution effect, income effect for
normal, inferior and giffen goods), revealed preference theory

Module III

(20 hours)

Theory of Consumption -Consumption - meaning, features –types. -Role of consumer under open and closed economy. - Meaning of ICA properties - consumer’s equilibrium. -Concept of MRS– substitution effect- Income effect -price effects. - Concept of Engle’s law
Theory of Cost and Break – Even Analysis – Cost – output relations – Economies and Diseconomies of Scale

Module IV

(18 hours)

Meaning of production function- classification- fixed factors-variable factors. - Law of variable proportion - Concept of Iso-quant and Iso-cost - producer’s equilibrium.
Managerial equilibrium- MRTS- optimal combination. -Economies of scale- meaning- Internal and External economies of scale. -Supply- meaning- determinants -Law of supply -Cost: Meaning- concepts-Computation of costs.

Module V

(18 hours)

Market Structure and Pricing Decisions - Revenue: Meaning- classification- Perfect competition- meaning- features- equilibrium price determination simultaneous changes in demand and supply – importance of time element- short run and long run equilibrium.
Imperfect competition – Monopoly- meaning- features- short and long run equilibrium – price and output determination under Discriminating Monopoly. -Oligopoly- meaning – features- kinked demand curve. -Duopoly- meaning- features

Competencies of the course:

- Understand the Meaning & Definition of Managerial Economics
- Understand the Theory of Demand and Demand Forecasting
- Understand the Theory of Consumption
- Understand the Theory of Production and Cost
- Understand the Market Structure

References

- Alfred William Stonier and Douglas Chalmers Hague, *A Text of Economic Theory*, Fourth Edition, Wiley, 1972

- M. L. Jhingan, *International Economics*, Fourth Edition, Vrinda Publication Pvt. Limited, 1997.
- Joel Dean, *Managerial Economics*, Second Edition, Prentice-Hall, 1951.
- Varshney and Maheshwari: *Managerial Economics*, Fourth Edition, Sultan Chand, 2007
- Dominick Salvatore (2009). *Principles of Microeconomics* (5th ed.) Oxford University Press
- Lipsey and Chrystal. (2008). *Economics*. (11th ed.) Oxford University Press
- Koutosyannis (1979). *Modern Micro Economics*. Palgrave Macmillan
- Pindyck, Rubinfeld and Mehta. (2009). *Micro Economics*. (7th ed.). Pearson.

SEMESTER I

MS1B04B18: MANAGERIAL ECONOMICS

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	12	1	2	1	27
II	22	3	1	1	26
III	20	1	2	1	27
IV	18	4	3	0	23
V	18	3	1	1	26

Bachelor’s Degree in Management Studies (International Business)

(C.B.C.S.S) Examination

Model Question Paper

I SEMESTER-CORE

MS1B04B18

MANAGERIAL ECONOMICS

Time: 3 hrs

Maximum marks: 80

Max time: 03 hrs

PART A

Answer any ten questions

1. Define production function.
2. Define managerial economics.
3. Mention two characteristics of managerial economics.
4. Mentions two determinants of demand.
5. What is marginal rate of technical substitution?
6. What is envelop curve?
7. What is duopoly?
8. Why is $Price=AR=MR$ under perfect competition?
9. Distinguish between economic theory and managerial practice.
10. Explain the concept of consumer surplus.
11. State and explain the law of supply.
12. Explain the importance of time-element in price-output determination under perfect competition.

10x2= 20 marks

PART B

Answer any six questions

13. A manufacturer incurs a TFC of Rs.540 to product 7 units of a commodity. MC is zero when output is zero. To product 7 units, he incurs MC of Rs.320, 200, 180, 120, 80, 120 and 200 respectively. Find out his TC, TVC, AFC, AVC and AC.
14. Explain the roles and responsibilities of a managerial economist.
15. Explain different degrees of price elasticity of demand.
16. What are indifference curves? Explain the properties of indifference curve.
17. What are economies of scale? Explain various forms of internal and external economies.

18. Explain the features of monopoly. How is price determined under discriminatory monopoly?
19. Give a note on ‘Measurement of Utility’.
20. What is Equi marginal utility? Describe its assumptions.
21. Explain short - run production function. What is economies and diseconomies of scale?

PART C

Answer any two questions

22. Explain price elasticity of demand.
23. Explain the Law of Diminishing Marginal Utility or Gossen's First Law .
24. Explain Economies of scale, its meaning and types.
25. Explain imperfect competition and its types.

2x15=30marks

SEMESTER II

COURSE CODE: MS02B05B18

COURSE TITLE: ORGANIZATIONAL BEHAVIOR

Total Lecture Hours: 90

Credit: 4

Aim of the course: To introduce the idea of how individual behaviour affects organizational behaviour and vice versa; to help the students understand the crucial role of people in any business and to explore different aspects of building this vital capability.

Course Overview and Context: This course introduces students to the basic tools and concepts needed to effectively manage "organizational behavior" (OB). A wide spectrum of contemporary OB Topics is reviewed, including: communication, learning, diversity, multiculturalism, teamwork, motivation, power, innovation, leadership, organizational design, and change. Learning occurs through a variety of activities such as case discussions, self-assessments, group exercises, role-playing, team projects, lectures, and training videos.

Course Content

Module I (18 hours)

Nature and scope of OB, Challenges and opportunities for OB, Organization Goals, Models of OB, Impact of Global and Cultural diversity on OB.

Module II (26 hours)

Individual behaviour, Personality, Perception and its role in individual decision making, Learning, Motivation, Hierarchy of needs theory, Theory X and Y, Motivation- Hygiene theory, Vrooms Expectancy theory.

Module III (10 hours)

Interpersonal behaviour, Communication, Transaction Analysis, The Johari Window, Leadership, Its Theories and Prevailing Leadership styles in Indian Organisations. Emotional Intelligence

Module IV (10 hours)

Definition and classification of Groups, Types of Group Structures, Group decision making, Teams Vs Groups, Contemporary issues in managing teams, Inter group problems in organizational group dynamics, Management of conflict.

Module V

(26 hours)

Change and Organisational development, Resistance to change, Approaches to managing organizational change, Organisational effectiveness, Organisational culture, Power and Politics in Organisational Quality of work life, recent advances in OB.

Competencies of the course:

- Understand the Nature and scope of OB
- Understand Behaviour Dynamics
- Understand Group Behaviour
- Understand the Change Management

References

- K. Aswathappa, *Organizational Behaviour*, Himalaya Publications, Ninth Revised and Enlarged Edition, 2011
- Fred Luthans, *Organizational Behaviour*, 12th Edition, Tata McGraw Hill Publications, 2010
- Seema Sanghi, *Human Resource Management*, First Edition, Macmillan India Limited, 2012
- Cynthia D. Fisher , Lyle F. Schoenfeldt , James B. Shaw, *Human Resource Management*, Dreamtech Press, 2008

SEMESTER II

MS2B05B18: ORGANIZATIONAL BEHAVIOR

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	0.5	16.5
IV	10	2	1	0.5	16.5
V	26	3	2	1	31

SEMESTER II

COURSE CODE: MS2B06B18

COURSE TITLE: BUSINESS COMMUNICATION

Total Lecture Hours: 90

Credit: 4

Aim of the course: At the end of this course, students will be able to familiarize with business communication, types of communication, Business Correspondence, and Business Report Writing.

Course Overview and Context: The purpose of this course is to emphasize the importance of effective communication techniques in an organizational setting and to provide grounding in communication skills essential to success in the business world. Students will have the opportunity to understand leadership and communication strategies, and develop their business writing skills through several assignments and class activities. Focus will be placed on improving students’ ability to communicate clearly, logically and effectively.

Course Content

Module I - Communication in Business (18 hours)

Introduction, Communication Process, Essentials of Business Communication, Barriers to Business Communication

Module II - Methods, Models and Theories of Communication (26 hours)

Models of communication, Shannon's Model of the communication Process, Derivative Models of the Communication Process, New Model of the Communication Process, Defining Communication Theories

Types of Communication: Verbal Communication, Nonverbal Communication, Types of Communication Based on Style and Purpose

Module III – Listening Skills (10 hours)

Listening Skills: Listening Process; Classification of Listening; Purpose of Listening; Common Barriers to the Listening Process; Measures to Improve Listening; Listening as an Important Skill in Work Place.

Module IV - Business Correspondence (10 hours)

Communication in an Organization: Types of Communication Meetings, Memo, Circulars and Notices

Business Correspondence: General Rules for All Business Correspondence, Guidelines for the Basic Cover Letter, Guidelines for Information Interviewing, Cover Letters, Networking Letters, Guidelines for Thank You Letters, Guidelines for Job Offer, Acceptance Letters, Guidelines for Letters Declining a Job Offer, Style in Business Correspondence – Report writing

Module V – Cross Cultural Communication (26 hours)

Cross-Cultural Communication at Workplace - Culture Defined - Dimensions of Culture - Challenges of Cross-Cultural Communication - Understanding Cross-Cultural Communication Complexities - Improving Cross-Cultural Communication Skills at Workplace

Competencies of the course:

- Understand the importance of Communication in Business
- Understand the Communication Process
- Understand the Essentials of Business Communication
- Understand the Barriers to Business Communication
- Understand the Models of communication
- Understand Shannon's Model of the communication Process
- Understand the Types of Communication
- Understand Verbal Communication
- Understand Nonverbal Communication

References

- Gibson, J W and Hodgetts R M. (1990) *Business Communication: Skills and Strategies*. Harper and Row.
- Bovee C L and Thill J V. (2009). *Business Communication Today*, (10th ed.). McGraw Hill.
- Hall J A and Kapp M L (1992). *Nonverbal Communication in Human Interaction*, (3rd ed.). Holt Rinehart and Winston.
- Business Communication. ICMR Publications

SEMESTER II

MS2B06B18: BUSINESS COMMUNICATION

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	0.5	16.5
IV	10	2	1	0.5	16.5
V	26	3	2	1	31

SEMESTER II

COURSE CODE: MS2B07B18
COURSE TITLE: ACCOUNTING II

Total Lecture Hours: 90
Credit: 4

Aim of the course:To acquaint students with role of Management Accounting in planning, control and decision-making.

Course Overview: Management accounting focuses on the crucial role which financial information plays in decisions made by management teams, and in the monitoring and planning of a business organizations objectives.

Course content

Module I (18 hours)

Nature, Scope of Management Accounting: Meaning, definition, nature and scope of Management Accounting; Comparison of Management Accounting with Cost Accounting and Financial Accounting.

Module II (26 hours)

Cost concepts: Meaning, Scope, Objectives, and Importance of Cost Accounting; Cost, Costing, Cost Control, and Cost Reduction; Cost Sheet. Classification of Costs: Fixed, Variable, Semi-variable etc. Cost Ascertainment: Cost Unit and Cost Centre.

Module III (10 hours)

Cost-Volume-Profit Analysis: Contribution, Profit-Volume Ratio, Margin of safety, Cost Break-even Point, Composite Break-even Point, Cash Break-even Point, Key Factor, Break-even Analysis.

Module IV (10 hours)

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Cash Budget. Responsibility centres- meaning, different types.

Module V (26 hours)

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material and Labour variances.

Competencies of the course:

- Understand Management Accounting
- Understand Cost Accounting
- Understand Cost-Volume-Profit Analysis
- Understand Budgets
- Understand Standard Costing and Variance Analysis

References:

- C.T. Horngren, Gary L. Sundem, Jeff O. Schatzberg, and Dave Burgstahler: Introduction to Management Accounting, Pearson
- M.N. Arora: A Textbook of Cost and Management Accounting, Vikas Publishing House Pvt. Ltd.
- M.Y. Khan, and P.K. Jain, Management Accounting: Text Problems and Cases, McGraw Hill Education (India) Pvt. Ltd.
- S.N. Maheshwari, and S.N. Mittal, Cost Accounting: Theory and Problems, Shree Mahavir Book Depot (Publishers)

SEMESTER II

MS2B07B18: ACCOUNTING II

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	0	14
II	26	3	3	1	36
III	10	2	1	1	24
IV	10	2	1	1	24
V	26	3	2	1	31

SEMESTER II

COURSE CODE: MS2B08B18

COURSE TITLE: INTERNATIONAL BUSINESS

Total Lecture Hours: 90

Credit: 4

Aim of the Course

To acquaint the students with emerging issues in international business; to help students evaluate the impact of international business environment on foreign market operations of a firm

Course Overview and Context

Explores the distinctive nature of business conducted beyond the boundary of the domestic market. Examines how firms reach multinational scale while exposed to the turbulence and complexity of international political and economic forces.

Course Content

Module I

(18 hours)

Introduction to International Business Environment

Nature of International Business Environment, Theories of International Trade: Ricardo’s Theory, Heckscher-Ohlin Theory, Economic Environment, Political and Regulatory Environment, Demographic Environment, Social, Cultural and Technological Environment

Module II - Multinational Enterprises

(18 hours)

Introduction to the concept of Multinational Enterprises, Meaning of International Corporations, Role and importance of Multi-national corporations in international business, Elements of Multinational Enterprise Strategy, Market Entry Mode Strategies, International Strategic Alliances, Cross-border Integration & Coordination, Knowledge Management, MNEs from Emerging Economies

Module III

(18 hours)

Evolution, structure and functions of:

- North Atlantic Free Trade Agreement (NAFTA)
- South Asian Association for Regional Cooperation (SAARC)
- European Union (E.U.)
- World Trade Organization (WTO)

Module IV - Foreign Exchange Market

(18 hours)

Introduction to Foreign Exchange Market, Meaning of Exchange Rate, Determination of Exchange rate – Fixed, Flexible and Managed, Implications of Foreign Exchange Market on International business, Foreign Exchange transaction mechanism (Option – forward contract – arbitrage – hedging and swaps), Pricing pattern, Trade, PPP, IRP, IFE, Portfolio, Balance, Demand and Supply Growth, BOP Monetary Approach, Management of foreign Exchange with special reference to India

Module V - Emerging Developments in International Business

(18 hours)

International Marketing through Internet; Ecological concerns and international marketing ethics, Latest trends in International Business. Growing Emerging Markets, Demographic Shifts, Increased Competition, Slower Growth, Clean Technology, The age of relentless innovation – with external and internal focus, Sales growth predicted to be largely in emerging markets

Competencies of the course:

- Understand the International Business Environment
- Understand Multinational Enterprises
- Understand Regional Economic Groupings
- Understand the Foreign Exchange Market
- Understand the Emerging Developments in International Business

References

- Charles Hill, Arun Kumar Jain, *International Business – Competing in the Global Market Place*, Sixth Edition, Tata McGraw Hill, 2008
- Miltiades Chacholiades, *International Economics*, Mc-Grew Hill Publishing Co, New York. 1990
- W. Charles Sawyer and Richard L. Sprinkle, *International Economics*, Third Edition, Prentice Hall. 2009

SEMESTER II

MS2B08B18 : INTERNATIONAL BUSINESS

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	18	3	3	1	36
III	18	2	1	1	24
IV	18	2	1	0.5	16.5
V	18	3	2	0.5	23.5

SEMESTER III

COURSE CODE: MS3B09B18

COURSE TITLE: HUMAN RESOURCE MANAGEMENT

Total Lecture Hours: 90

Credit: 4

Aim of the course:

At the end of this subject, students will be able to familiarize with various aspects of human resource management strategies for better management of people in the organizations.

Course Overview and Context:

This course will examine Human Resources from a strategic perspective, emphasizing the contribution of HR decisions to the development of a high performance organization. HRM will be treated as a dynamic system that enables organizations to cope more quickly and effectively with a rapidly changing environment. The course will emphasize those topics, such as reward systems, performance management and the selection and retention of high performance employees that confront managers in a variety of organizational roles.

Course Content

Module I

18 hours

Meaning - definitions, objectives and importance of HRM, functions of HRM—managerial functions – operative functions – nature and scope of HRM – HR manager. Role, qualification and qualities.

Module II

26 hours

Meaning and importance of human resource planning, benefits of human resource planning, Meaning of recruitment, selection, placement and training Methods of Recruitment and Selection - Uses of tests in selection, Problems involved in placement.

Module III

10 hours

Meaning of Training and Induction, Objective and purpose of induction, Need for training, benefits of training, Identification of training needs, methods of training.HRM Strategies - Human capital – emotional quotient –mentoring.

Module IV

10 hours

Meaning - objectives of performance appraisal, 360-degree appraisal, other methods of performance appraisal and limitations. Principles - techniques of wage fixation, job evaluation, compensation -meaning of compensation, objectives and importance of compensation. Promotion and Transfers-Meaning of promotion-Purposes and types – promotion policy – bases of promotion – seniority v/s merit– transfer, need –purposes –types of transfers- demotion – causes of demotion.

Module V

26 hours

International HRM – Definition – Objectives – Scope – Approaches and Models – Case Studies

Competencies of the course:

- Understand the Meaning - definitions, objectives and importance of HRM
- Understand the Meaning of Training and Induction
- Understand the methods of training
- Understand HRM Strategies
- Understand human resource planning
- Understand Recruitment and Selection
- Understand the Meaning of promotion
- Understand promotion purposes and types

References

- Aswathappa. (2010). *Human Resource Management*. Tata McGraw Hill Education.
- P. Subba Rao. (2009). *Personnel and Human Resource Management*. Himalaya Publishing House.
- C.B.Gupta. (2014). *Human Resource Management*. Sultan chand and sons.
- P. N. Reddy and H. R. Appannaiah. (2012). *Personnel Management*. Himalaya Publishing House.

SEMESTER III

MS3B09B18: HUMAN RESOURCE MANAGEMENT

BLUEPRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	0.5	16.5
IV	10	2	1	0.5	16.5
V	26	3	2	1	31

SEMESTER III

COURSE CODE : MS3B10B18

COURSE TITLE: MARKETING MANAGEMENT

Total Lecture Hours: 90

Credit: 4

Aim of the course: To teach the students about the all-pervasive nature of markets and their transformation across decades; to expose the rational, sensory & emotional triggers in consumer buying & selling habits and to provide students with the latest information about marketing developments & practices as well as to inculcate managerial approach to marketing problems.

Course Overview and Context: An introduction to managerial decisions in the marketing area and approaches to making these decisions. Among the topics considered are the institutional framework of retail and industrial markets; buyer behavior; and product line, promotion, pricing, and distribution decisions and strategies. Impact and relevance of electronic markets are also considered.

Course Content

Module I

18 hours

Introduction – Meaning, nature and scope of marketing management, evolution of marketing, objectives and importance of marketing management, marketing concepts.

Consumer Needs, Wants, and Consumer Insights: Introduction, Needs and Wants, Using Needs/Wants Insight in Marketing, Consumer Insight, Possible Sources of Insights, Using Insights. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context)

Module II

26 hours

Market Segmentation, targeting and Product Positioning: Introduction, Market Segmentation, Market Targeting, Target Market Strategies, Product Positioning and Differentiation, Choosing a Differentiation and Positioning Strategy, POPs and PODs, Concept of USPs

Module III

10 hours

Products and Services: Introduction, Levels of Product and Services, Classifications, Product and Service Decisions. Branding, Packaging and Labelling, New Product Development and Product Life Cycle (PLC),

Module IV

10 hours

Pricing: Introduction - factors influencing pricing decisions and Pricing Methods. Place (Marketing Channels): Channel functions, Channel Levels, Types of Intermediaries: Types of Retailers, Types of Wholesalers-The New Retail Environment. New trends in the area of marketing.

Module V

26 hours

Marketing Communication, Integrated Marketing Communications (IMC), and Promotion Mix Strategies – Push and Pull Strategy. Advertising and Public Relations, Personal Selling and Sales Promotion, Sales Promotion - Trade Shows, Trade Sales Promotion, Consumer Sales Promotion. Publicity and direct marketing - Direct Marketing, Direct Marketing Channels, Ethical Issues in Direct Marketing.

Competencies of the course:

- Understand the Meaning and nature of marketing management
- Understand the Segmentation Targeting and Positioning
- Understand the Marketing Mix: Product and Price
- Understand the Marketing Mix: Promotion
- Understand the Marketing Mix: Place (Distribution Channel)

References

- Kotler, Philip and Armstrong. (2007). *Principles of Marketing*. (12thed.). New York:Pearson Education.
- Ramaswamy and Namakumari. (2005). *Marketing Management*. Macmillan.
- Arun Kumar and Meenakshi. (2007). *Marketing Management*. Vikas.
- Lamb, Hair and Danniell. M. C. (2004). *Marketing*. (7thed.). Thomson
- Evans and Berman. (2005). *Marketing*. (2nded.). Biztantra
- William M Pride and O C Ferrell. (2005). *Marketing – Concepts* (12th ed.). Cengage Learning

SEMESTER III

MS3B10B18: MARKETING MANAGEMENT

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	0.5	16.5
IV	10	2	1	0.5	16.5
V	26	3	2	1	31

SEMESTER III

COURSE CODE : MS3B11B18

COURSE TITLE : FINANCIAL MANAGEMENT

Total Lecture Hours: 90

Credit: 4

Aim of the course: At the end of this subject, students will be familiar with financial management concepts and tools, its applicability in organizations like, profitability, optimum capital structure, capital cost, flow of working capital management, financial decisions, investment plan.

Course Overview: The scope and objectives of corporate financial management are introduced along with the concept of the risk- return trade-off. The various sources of capital are discussed, along with their costs. Financial planning with special emphasis on the evaluation of capital projects and the management of working capital is considered. The implications of the efficient market hypothesis are considered throughout the course.

Course Contents

Module I

(26 hours)

Meaning and Evolution, Significance and goals of financial management, Scope of financial management, Functions of a Financial Manager, Functions of finance, Finance and related disciplines, Concept of Time value of money, present value and future value. Risk – systematic and unsystematic risk.

Module II

(18 hours)

Concept and Measurement of Cost of Capital: Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of retained earnings, Cost of Preference Share; Computation of over-all cost of capital based on weighted average method.

Module III

(10 hours)

Long -term investment decisions: Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Evaluation techniques – Pay back method, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitably Index Method. (Basic problems only).

Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach. Optimal capital structure. Factors influencing capital structure. (Only Theory).

Module IV

(10 hours)

Dividend Policy Decision - Dividend; Factors influencing dividend policy. The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model. (Only theory). Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Module V

(26 hours)

Working Capital Management: Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Factors influencing working capital; Estimation of working capital.(Basic problems only).

Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors turnover ratio and Creditors turnover ratio. (Basic problems only).

Inventory management- ABC Analysis; Minimum level, maximum level, reorder level, safety level, EOQ.

Competencies of the course:

- Understand the meaning of Financial Management and Cost of Capital
- Understand Cash Flow Statement and Leverages
- Understand Investment Decisions
- Understand Management of Working Capital
- Understand the Dividend Policy and Capital Structure

References:

- M.Y. Khan & P.K. Jain: Financial Management Text Problem and Cases, Tata McGraw Hill PUBLISHING Co. Ltd.
- R. P. Rustogi: Financial Management: Theory Concepts and Practices, Taxmann Publication.
- I.M. Pandey: Financial Management: Theory and Practices, Vikas Publishing House
- R.A. Brealey, S.C. Myers, F. Allen & P. Mohanty: Principles of Corporate Finance, McGraw Hill Higher Education
- J.V. Horne & J.M. Wachowicz: Fundamentals of Financial Management Prentice Hall

SEMESTER IV

MS3B11B18: FINANCIAL MANAGEMENT

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	0.5	16.5
IV	10	2	1	0.5	16.5
V	26	3	2	1	31

**SEMESTER III
COURSE CODE : MS3BPRB18
COURSE TITLE: PERSONALITY DEVELOPMENT AND COMMUNICATION
SKILLS**

**Total Lecture Hours: 90
Credit: 4**

Aim of the Course

The objective of the course is bring about personality development with regard to the different behavioural dimensions that have far reaching significance in the direction of organisational effectiveness.

Course Overview and Context

The students will have the opportunity to explore current management literature so as to develop an individual style and sharpen his skills in the area of leadership, communication, decision making, motivation and conflict management.

Course Content

Module I

Self Awareness – SWOT Analysis – Goal Setting

Module II

Public Speaking – AIDA – Overcoming Barriers – Body Language

Module III

Group Discussion and Presentation – Presentation using Powerpoint

Module IV

Leadership and Team Building – Emotional Intelligence – Stress Management

Module V

Interpersonal Effectiveness – Transaction Analysis

References

- Lather, A.S. Handa, M (2009). Cases in Management. Wisdom Publications.
- M C Garth (2009). Baric Managerial skills for All, 5thed. Prentice Hall India.
- Ellis (2009). Management Skills for New Manager

This course is designed as a minor Project for the students. The students undergo an internship at the end of their second semester. The students are evaluated on the basis of the presentation they make at the end of the course. The presentation needs to cover the learnings from the internship.

SEMESTER IV

COURSE CODE: MS4B12B18

COURSE TITLE: BUSINESS RESEARCH METHODS

Total Lecture Hours: 90

Credit: 4

Aim of the course: To teach the students how to constantly design and execute intelligent and innovative research studies to scan the environment; different forms of research and their relevance and application.

Course Overview and Context: Introduction to qualitative & quantitative research methods in organisational contexts. Exploratory, quasi-experimental, survey, evaluation & action research methods. Sampling theory. Research process & report writing. Ethics in business research.

Course Content

Module I

18 hours

Introduction to Market Research ,Role of Marketing Research in decision making, Applications of Marketing Research in Business, Types of Market Research Organisations, The Market Research Proposal, The Marketing Research Process.

Module II

26 hours

Problem Formulation: Management decision problem Vs. Marketing Research problem. Research Brief Research Design: Exploratory, Descriptive, Causal. Secondary Data Research Advantages& Disadvantages of Secondary Data

Module III

10 hours

Qualitative Research Tools: Depth Interviews, Focus Groups, Projective Techniques, Sampling Techniques, MR Measurement and Scaling, Measurement Scales: Nominal Scale, Ordinal Scale, Interval Scale, Ratio Scale; Scaling techniques; Questionnaire-form & design.

Module IV

10 hours

Tabulation, Coding Data, Report writing.

Data Analysis: Introduction to theoretical concept of Z test, t- test, ANOVA, Factor Analysis, Correlation and Regression, Discriminant Analysis.

Module V

26 hours

Identifying Consumer Insights, Developing an Insight, Possible Sources of Insights, The Role of an Insight in Product Development and Marketing, New Trends in Marketing Research

Competencies of the course:

- Understand Market Research
- Understand the The Market Research Plan
- Understand the Divisions of Marketing Research
- Understand the Types of Research
- Understand Quantitative Market Research
- Understand Qualitative Market Research
- Understand Marketing Research and Decision Making
- Understand the Analysis of Data
- Identifying Consumer Insights
- Understand the Possible Sources of Insights
- Understand the New Trends in Marketing Research

References

- Tony Proctor. (2005). *Essentials of Marketing Research (4thed.)*. Prentice Hall.
- S. K. Sarangi. (2009). *Marketing Management*. Asian Books Private Limited.
- O.C. Ferrell, Michael. D. Hartline. (2008)*Marketing Strategy*. Cengage Learning.
- Gary Armstrong, Michael Harker, Philip Kotler and Ross Brennan. (2009). *Marketing an Introduction*. Prentice Hall.

SEMESTER III

MS4B12B18: BUSINESS RESEARCH METHODS

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	0.5	16.5
IV	10	2	1	0.5	16.5
V	26	3	2	1	31

COURSE CODE: MS4B13B18

COURSE TITLE: FINANCIAL INSTITUTIONS AND MARKETS

Total Lecture Hours: 90

Credit: 4

Aim of the course: The objective of this paper is to introduce students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Course Overview: Financial institutions and markets subject deals with financial system, functions of banking sector, capital market such as primary and secondary market, different financial market instrument

Course Content:

Module I

(18 hours)

Structure of Indian Financial System: An overview of the Indian financial system; Regulation of Banks, Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs

Module II

(18 hours)

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity,

Module III

(18 hours)

Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs

Module IV

(18 hours)

Secondary Market in India – Primary Market vs secondary market Speculators: Bulls and Bears in Stock Market Factors influencing the movement of stock markets, Trading of securities on a

stock exchange; Selection of broker, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Settlement mechanism at BSE & NSE

Module V

(18 hours)

Money Markets & Debt Markets in India: Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit.

Competencies of the course:

- Understand the role and importance of financial markets
- Understand banking regulations
- Understand the role of RBI as a central banker
- Understand stock market and its working
- Understand financial markets
- Understand money market and debt markets in India
- Understand treasury bill markets

References

- Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
- Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education
- Shahani, Rakesh(2011). Financial Markets in India: A Research Initiative. Anamica Publications
- Goel, Sandeep. (2012). Financial services.PHI.
- Gurusamy, S. (2010). Financial Services.TMH.

SEMESTER III

MS4B13B18 : FINANCIAL INSTITUTIONS AND MARKETS

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	1	2	1	27
II	18	3	1	1	26
III	18	1	2	1	27
IV	18	4	3	0	23
V	18	3	1	1	26

SEMESTER V
COURSE CODE: MS5B14B18
COURSE TITLE: ENVIRONMENT SCIENCE AND HUMAN RIGHTS
Total Lecture Hours: 90
Credit: 4

Aim of the Course

The course seeks to introduce students to the major concepts of environmentalism, conservation, intellectual property rights and human rights.

Course Overview and Context:

This course will introduce the students to the idea of sustainable development, problems of pollution, waste disposal, degradation of the environment and loss of biodiversity. The course also seeks to make the students aware of the concept of Human Rights. The learner will explore complex environmental issues by developing and enhancing critical and creative thinking skills and develop sensitivity to the needs of the environment.

Course Content

Module 1 **(18 hours)**

Unit 1: Multidisciplinary nature of environmental studies- definition, scope and importance
Need for public awareness.

Unit 2: Natural Resources: Renewable and non-renewable resources: Natural resources and associated problems.

- a) Forest resources: Use and over-exploitation, deforestation: case studies-Timber extraction, mining, dams and their effects on forest and tribal people.
- b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts overwater, dams-benefits and problems.
- c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources: case studies.

- d) Food resources: World food problems - changes caused by agriculture and overgrazing effects of modern agriculture – fertilizer & pesticide problems– water logging – salinity: case studies.
- e) Energy resources: Growing energy needs - renewable and non renewable energy sources use of alternate energy sources: case studies.
- f) Land resources: Land as a resource- land degradation - man induced landslides– soil erosion and desertification.
Role of individual in conservation of natural resources- Equitable use of resources for sustainable lifestyles.

Unit 3: Ecosystems

Concept of an ecosystem- Structure and function of an ecosystem- Producers, consumers and decomposers – Energy flow in the ecosystem.

Ecological succession- Food chains, food webs and ecological pyramids.

Introduction, types, characteristic features, structure and function of the given ecosystem-
Forest ecosystem

Module 2

(26 hours)

Unit 1: Biodiversity and its conservation

Introduction - Bio-geographical classification of India

Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values.

India as a mega-diversity nation.

Hot-spots of biodiversity.

Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts.

Endangered and endemic species of India

Unit 2: Environmental Pollution

Definition - Causes, effects and control measures of: Air pollution- Water pollution - Soil pollution - Marine pollution – Noise pollution- Thermal pollution - Nuclear hazards.

Solid Waste Management: Causes, effects and control measures of urban and industrial wastes.

Role of an individual in prevention of pollution- Pollution case studies.

Disaster management: floods, earthquake, cyclone and landslides.

Unit 3: Social Issues and the Environment

Urban problems related to energy- Water conservation, rain water harvesting, watershed management.

Resettlement and rehabilitation of people: its problems and concerns: case studies.

Environmental ethics: Issues and possible solutions.

Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust: case studies - Consumerism and waste products.

Environment Protection Act - Air (Prevention and Control of Pollution) Act- Water (Prevention and control of Pollution) Act- Wildlife Protection Act-Forest Conservation Act Issues involved in enforcement of environmental legislation- Public awareness.

Module 3 (10 hours)

Organizational Commitment to environmental issues – Responding to the needs of environment – Concept of sustainable business –Eco tourism- Case Study

Module 4 (10 hours)

Concept of Green entrepreneurship – Definition – Meaning and Scope – Green entrepreneurship in India – Case Studies

Module 5 (26 hours)

Unit 1: Human Rights

An Introduction to Human Rights: Meaning, concept and development-Three Generations of Human Rights (Civil and Political Rights, Economic, Social and Cultural Rights).

Unit 2: Human Rights and United Nations

Contributions, main human rights related organs -UNESCO, UNICEF, WHO, ILO, Declarations for women and children, Universal Declaration of Human Rights.

Human Rights in India –Fundamental rights and Indian Constitution, Rights for children and women, Scheduled Castes, Scheduled Tribes, Other Backward Castes and Minorities

Unit 3: Environment and Human Rights

Right to Clean Environment and Public Safety

Issues of Industrial Pollution- Prevention, Rehabilitation and Safety Aspect of New Technologies such as Chemical and Nuclear Technologies -Issues of Waste Disposal Protection of Environment

Conservation of natural resources and human rights: Reports, Case studies and policy formulation.

Conservation issues of Western Ghats: Mention Gadgil committee report, KasthuriRangan report.

Over-exploitation of ground water resources, marine fisheries, sand mining, etc.

Internal: Field study

Visit to a local area to document environmental grassland/hill /mountain

Visit a local polluted site: Urban/Rural/Industrial/Agricultural Study of common plants, insects, birds, etc

Study of simple ecosystem: pond, river, hill slopes, etc

(Field work Equal to 5 lecture hours)

Competencies of the course:

- To understand environmental concepts
- To understand issues related to the destruction and conservation of the environment and pollution
- To learn about natural resources and its exploitation
- To be sensitized to the environment and importance of biodiversity
- To train the students to be aware of their environment and their rights as human beings so that they may critically appraise issues related to the same.

Learning Resources

Core Text for Modules 3&4: *Greening Knowledge*

Reading List

- Bharucha, Erach. *Text Book of Environmental Studies for Undergraduate Courses*. University Press, 2nd Edition 2013 (TB)
- Clark, R. S. *Marine Pollution*, Oxford: Clarendon (Ref)
- Cunningham, W. P., Cooper, T. H., Gorhani, E& Hepworth, M. T. 2001

- *Environmental Encyclopaedia*, Mumbai: Jaico. (Ref)
- Dc A.K. *Environmental Chemistry*, Wiley Eastern. (Ref)
- *Down to Earth*, Centre for Science and Environment (Ref)
- Heywood, V. H & Watson, R.T. 1995.*Global Biodiversity Assessment*, Cambridge UP (Ref)
- Jadhav, H &Bhosale, V.M. 1995.*Environmental Protection and Laws*. Delhi: Himalaya (Ref)
- McKinney, M. L &Schock, R. M. 1996.*Environmental Science Systems & Solutions*. Web enhanced edition (Ref)
- Miller T.G. Jr., *Environmental Science*, Wadsworth (TB)
- Odum, E. P 1971. *Fundamentals of Ecology*. W.B. Saunders (Ref)
- Rao, M. N. &Datta, A.K. 1987.*Waste Water Treatment* Oxford &IBII(Ref)
- Rajagopalan, R. *Environmental Studies from Crisis and Cure*, Oxford UP,2016 (TB)
- SharmaB.K., 2001.*EnvironmentalChemistry*. Meerut: Geol. (Ref)
- Townsend C. Harper J, and Michael Begon, *Essentials of Ecology*, Blackwell Science (Ref)
- Trivedi R. K. *Handbook of Environmental Laws, Rules Guidelines, Compliances and Standards*,
- Vol I and II, Enviro Media (Ref)
- Trivedi, R. K. and P. K.Goel.*Introduction to Air Pollution*. Techno-Science (Ref)
- Wanger, K. D. 1998. *Environmental Management*. Philadelphia: W.B. Saunders (Ref)
- (M) Magazine (R) Reference(TB) Textbook

Human Rights

- Amartya Sen. *The Idea Justice*. New Delhi: Penguin, 2009.
- Chatrath, K. J. S. Ed. *Education for Human Rights and Democracy*. Shimla: Indian Institute of Advanced Studies, 1998.
- *Law Relating to Human Rights*. Asia Law House,2001.
- Shireesh Pal Singh, *Human Rights Education in 21st Century*. New Delhi: Discovery
- S. K. Khanna. *Children and the Human Rights*.Common Wealth, 2011.
- Sudhir Kapoor. *Human Rights in 21st Century*. Jaipur: Mangal Deep, 2001.
- **United Nations Development Programme.**
- *Human Development Report 2004: Cultural Liberty in Today’s Diverse World*. New Delhi: Oxford UP, 2004.

SEMESTER V

MS5B14B18: ENVIRONMENT SCIENCE AND HUMAN RIGHTS

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	0.5	16.5
IV	10	2	1	0.5	16.5
V	26	3	2	1	31

SEMESTER VI
COURSE CODE: MS6B19B18
COURSE TITLE: BUSINESS STRATEGY

Total Lecture Hours: 90

Credit: 4

Aim of the Course

To train students to formulate strategies, and implement them to achieve organisational goals.

Course Overview and Context:

A study of the processes of formulating and implementing business and corporate strategic plans and evaluating management strategic performance in complex business environments. Topics included are the corporate mission and objectives, industry analysis, competitive analysis, environmental analysis, business strategy, financial strategy, corporate portfolio planning, acquisitions and divestments, organizational implications, international strategy, and entrepreneurship.

Course Content

Module 1 (18 hours)

Introduction, Business Definition Introduction, Vision, Mission, Goals and Objectives, The Concept of Strategy - Introduction to Business Policy, Strategic Management Process, Levels of Strategy, Challenges to Strategic Management – The Indian Scenario

Module II (18 hours)

Company’s vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement - Drucker’s Performance Area, Bennis’s Core Problem; formulation of mission statement

Environmental Analysis & Diagnosis: Analysis of company’s external environment -Porter’s 5 Forces model; Internal analysis: Importance of organisation’s capabilities, competitive advantage and core competence, Michael E. Porter’s Value Chain Analysis

Module III

(18 hours)

Corporate-Level Strategies: Introduction, Strategic Alternatives and Reasons for -Adopting Them, Concentration Strategies, Integration Strategies, Diversification Strategies –

Business-Level Strategies: Introduction, Factors that Determine Choice of Competitive Strategy, Generic Business Strategies, Cost Leadership, Differentiation, Focus

Functional Strategies: Introduction, Concept of Core Competencies, Production Strategy, Research and Development Strategy, Human Resource Strategy

Module IV

(18 hours)

Strategic Framework: Strategic analysis & choice, Strategic gap analyses, portfolio analyses – BCG, GE, product market evolution matrix, Experience curve, directional policy matrix, life cycle portfolio matrix, grand strategy selection matrix; Behavioural considerations affecting choice of strategy;

Module V

(18 hours)

Introduction, Structure and Strategy, Interaction between Structure and Strategy - Introduction, Strategic Evaluation, Strategic Control, Operational Control, Process of Operational Evaluation, Evaluation Techniques for Operational Control, Strategic Control Versus Operational Control

Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership,

Strategies in the Global Environment: Introduction, International Strategies, Types of International Strategies, Strategic Decisions in Internationalization, Advantages and Disadvantages of Internationalization, Cooperative Strategies, Joint Venture Strategies, Strategic Alliances

Competencies of the course:

- Understand the Concept of Strategy
- Understand the Strategic Management Process
- Understand the Challenges to Strategic Management
- Understand the Characteristics of Environment
- Understand difference between Internal versus External Environment
- Understand the concept of Environmental Appraisal
- Understand Corporate-Level Strategies
- Understand Business-Level Strategies
- Understand Functional Strategies

- Understand the process of Strategy Implementation
- Understand Strategic Control

References

- J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH
- Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy,
- Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI
- Upendra Kachru: Strategic Management, Excel books
- Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies
- Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).
- Azhar Kazmi. Strategic Management and Business Policy. Tata McGraw Hill Education Private Limited. 2008
- Thomas L. Wheelen, J. David Hunger. Concepts in Strategic Management and Business Policy. Dorling Kindersley (India) Pvt. Ltd. 2010
- B. Hiriyappa. Strategic Management and Business Policy. Wordclay. 2010
- Vipin Gupta, Kamala Gollakoa, R. Srinivasan. Business Policy and Strategic Management – Concepts and Applications. Prentice-Hall of India Pvt Ltd. 2008
- G.V. Satya Sekhar. Business Policy and Strategic Management. I. K. International Publishing House. 2010

SEMESTER VI

MS6B19B18: BUSINESS STRATEGY

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	18	3	3	1	36
III	18	2	1	1	24
IV	18	2	1	0.5	16.5
V	18	3	2	0.5	23.5

SYLLABI OF CHOICE BASED CORE COURSES

SEMESTER V

COURSE CODE:MS5B15B18

COURSE TITLE: SERVICES MARKETING

Total Lecture Hours: 72

Credit: 4

Aim of the course: At the end of this subject, students will be able to familiarize with the uniqueness of the services characteristics and its marketing implications and to discuss measure and analyze several facets in the area of services marketing essential for the success of a service sector firm and with the various models and their applications.

Course Overview and Context

The course explores the different dimensions of services management. The country today witnesses an exponential growth in services. The perspectives and beliefs of service management and relationship management are at an increasing rate influencing and being perceived as necessary for marketing tactics and strategies. There is an increasing need of understanding and practising marketing and solutions management with a background perspective of service and customer management. The course prepares students for enlightened management and creative entrepreneurial opportunities in services. The course is designed to help students appreciate the complexity of understanding and implementing service management in a solutions providing setting. Relationship management and its growing importance will also be discussed in detail.

Course Content

Module I (12 hours)

The emergence of service economy: contributory factors, consumption pattern analysis, economic transformation Unique aspects of services: goods, services, products, managerial challenges

Module II (15 hours)

Services Marketing mix: concept of value and value drivers, extended framework Service marketing system: production, marketing, human resources, sequential analysis.

Module III (15 hours)

Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process.

Module IV

Service marketing strategy; segmentation, targeting and positioning, market innovation Competitive differentiation; competitive advantage and value chain analysis

Module V

(15 hours)

Service quality; concept, technical and functional quality, Service quality Gaps Model
Demand and supply imbalances management; challenges and strategies; Service culture;
managing by values, recovery and empowerment; Relationship building: relationship marketing,
bonding and life time value
Service industries: insurance, banking, air transportation, courier, education etc.

Competencies of the course:

- Understand the difference between goods and service in marketing
- Understand the concept of service marketing triangle
- Understand the Marketing challenges in service industry
- Understand consumer expectation of services
- Understand the Zone of tolerance
- Understand the factors influencing customer expectation of services
- Understand Tourism, Hotel and Hospital Management industries
- Understand the Management of Travel Services
- Understand the Management of Hotel Industry

REFERENCES

- Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. New York. Houghton Mifflin.
- Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management, Prentice Hall
- Dr. Shajahan. S, (2001) Service Marketing (Concept, Practices & Cases); Himalaya Publishing House; Mumbai; First Edition.
- Christopher Lovelock, (2004) Services Marketing- Pearson Education, 2004
- Valarie A Zeithmal & Mary Jo Bitner (2011), Services Marketing- 5/e, TMH.

SEMESTER V

MS5B15B18 : SERVICES MARKETING

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	12	2	2	0.5	21.5
II	15	3	3	0.5	28.5
III	15	2	1	1	24
IV	15	2	1	1	24
V	15	3	2	1	31

SEMESTER V

**COURSE CODE: MS5B16B18
COURSE TITLE: SALESMANSHIP**

**Total Lecture Hours: 72
Credit: 4**

Course objective: To familiarize the students with the concepts of sales management and to equip them with the various tools required to be a success in the various techniques essential for sales staff management. To help them differentiate the nuances of personal, organizational and personal selling

Course Overview and Context: Competitive advantage for sales people starts with utilizing their skills and knowledge necessary to manage negotiations, present benefits and close deals effectively. Participants of this program can level up their communication skills and use the right tools to persuade and negotiate effectively in every business situation, thereby successfully communicating with influence.

Course Content

Module I (15 hours)

Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations. Introduction to Persuasion Theories – persuasion and its role in personal selling

Module II (12 hours)

Theories of Selling, Right Set of circumstances, Buying formula theory.

Module III (15 hours)

Relationship Marketing, Role of Relationship Marketing in Salesmanship, Strategies to Build a Strong Customer Relationship,

Module IV (15 hours)

Personal Selling, Steps in Personal Selling, Prospecting, Approaching, Making the Presentation, Overcoming Objections, Closing the Sale, Follow-up, Selling Tactics, AIDA Approach, Foot in the Door Technique, Door-in-the-Face Technique, Low-Ball Technique, Add-On Sales Ideas, Cross-selling, Up-selling, Essential Attributes of Successful Salespersons

Module V (15 hours)

Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory

Concept, Reasons for establishing sales territories, procedures for selling up sales territories.

Competencies of the course:

- Understand Ideas in Selling
- Understand the AIDA Approach
- Understand Personal Selling
- Understand Relationship Marketing
- Understand the Integrated Marketing Communications

REFERENCES

- Still, Cundiff & Govani: Sales Management, Prentice Hall of India
- Charles Futrell: Fundamentals of Selling, McGraw Hill

SEMESTER V

MS5B16B18: SALESMANSHIP

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	15	2	1	1	24
II	12	4	2	0	18
III	15	2	2	1	29
IV	15	2	2	1	29
V	15	2	2	1	29

SEMESTER V

COURSE CODE: MS5B17B18

COURSE TITLE: FUNDAMENTALS OF FOREIGN TRADE

Total Lecture Hours: 72

Credit: 4

Aim of the course: The paper aims to provide a thorough understanding of the basis for international trade and strategies. The role of the global institutional structure and trade strategies of developing countries and trade partners of India will be studied.

Course Overview and Context:

Students considering going into business in an industry which emphasizes international operations need an understanding of international financial markets, institutions and instruments. An introductory international trade course explains various policies and strategies of international trade. It also cover various global institutional structure, balance of payment, capital flows and foreign exchange revenues.

Course Content:

Module I (12 hours)

Trends in Global Trade with special reference to India: Historical roots of today’s international trade, Composition, origin and destination of global exports and imports, Trade in invisibles.

Module II (15 hours)

Conducting Business in Multiple Countries - Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business - UNESCO guidelines

Module III (15 hours)

The Global Institutional Structure: GATT (General Agreement on Trade and Tariffs), WTO (World Trade Organisation), Regional Trade Blocks and Trade Agreements, ASEAN (Association of South East Asian Nations).

Module IV (15 hours)

India’s Industrialization Strategy and International Trade: Review of Economic planning strategies and issues: early phase; the 1970s and 1980, Policies since 1991, Exim policy, structure of tariffs and restrictions, currency depreciation and convertibility, Export Promotion Zones.

Module V

(15 hours)

Experience of Select Developing Countries: Analysis of the trade strategy and the policy framework in two select large countries and comparison with India, Impact of trade on growth, agriculture, inequality and poverty.

Competencies of the Course

- Understand the trends in global trade
- Understand the Framework for analyzing international business environment
- Understand Balance of Payments
- Understand the importance of WTO
- Understand the trade strategy of different countries

Text Books:

- Tendulkar and Srinivasan: Reintegrating India with the World Economy, Pearson.
- Connor, David E. O’ (2006). Encyclopedia of the Global Economy: A guide for students and researchers. New Delhi:
- The Trade Game: Negotiation trends at WTO and concerns of developing countries, 2006. New Delhi : Academic Foundation
- Krugman, Obstfeld and Melitz: International Economics. (8th ed.). Pearson Education
- www.wto.org

SEMESTER V

MS5B17B18: FUNDAMENTALS OF FOREIGN TRADE

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	15	2	1	1	24
II	12	4	2	0	18
III	15	2	2	1	29
IV	15	2	2	1	29
V	15	2	2	1	29

SEMESTER V

COURSE CODE: MS5B18B18

COURSE TITLE: INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM

Total Lecture Hours: 72

Credit: 4

Aim of the course: To develop skill and competencies of various practices in the International Accounting and Reporting Systems. A comparative perspective of the accounting standards and practices across the different countries is the focus of the study.

Course Overview and Context : This course examines methods of international accounting concepts, practices, and issues. It focuses on the accounting issues encountered by multinational companies engaged in international trade and invested in foreign operations. The course analyzes the global financial environment, foreign exchange market, foreign exchange risks, global financing and investment decisions.

Course Contents:

Module I (12 Hours)

Global accounting standard: Meaning, needs, benefits of accounting standards, types of accounting standards, Argument for and against Global accounting standards, Concept of Harmonization and Convergence, Obstacles in Harmonization and Convergence, Suggestions for increased convergence and harmonization.

Module II (15 hours)

International Accounting Standard Committee (IASC): Objectives, Working, Composition of IASC, Reasons of Failure of IASC, IAS-I (Presentation of Financial Statements), Process of developing International Accounting Standards.

Module III (15 hours)

International Accounting Standard Board (IASB): Creation of IASB, Organizational Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB.

Module IV (15 hours)

International Financial Reporting Standards (IFRS): Main feature, Uses and objectives of IFRS, IFRS issued by IASB, Principle based vs. Rule based standards, Fair Value Accounting (FVA), Public sector and IFRS.

Module V

(15 hours)

A Comparative Perspective of Accounting: Accounting Standards & Practices in Europe, USA, Asia and UK, Reporting & Disclosure Practices across countries, Global Accounting Standards and International Convergence.

Competencies of the course:

- Understand the International Accounting Standards and Practices
- Understand International Accounting Standard Committee
- Understand International Accounting Standard Board
- Understand the International Financial Reporting Standards
- Understand the Accounting standards and practices across countries

REFERENCES

- Frederick, D.S. Choi and G. Mueller: International Accounting, Englewood Cliffs.
- Prentice Hall
- Radebaugh, Lee H., Gray, Sidney J. & Black, Ervin L.: International Accounting and Multinational Enterprises, Wiley Publications
- Miller Paul B.W and Bahnsen, Paul R.: Quality Financial Reporting, Tata McGraw-Hill.
- Evans, Thomas G., Taylor, Martin E. and Holzman Oscar: International Accounting and Reporting. New York: Macmillan Publishing Company.
- Rathore, Shirin: International Accounting, Prentice Hall of India

SEMESTER V

MS5B18B18 INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	15	2	1	1	24
II	12	4	2	0	18
III	15	2	2	1	29
IV	15	2	2	1	29
V	15	2	2	1	29

SEMESTER VI

COURSE CODE: MS6B20B18

COURSE TITLE: TRANSNATIONAL AND CROSS CULTURAL MARKETING

Total Lecture Hours: 90

Credit: 4

Aim of the Course : The purpose of this paper is to provide an understanding of the impact the cultural differences have on global marketing. The methods of price decisions in international markets shall also be taught.

Course Overview and Context: This course is designed to provide students with a basic understanding of global marketing opportunities, key issues, and strategies. It introduces the main characteristics of international markets and addresses the impact of global environmental factors (economic, social, legal, and cultural) on marketing decisions such as market entry, product development, pricing, promotion, and distribution. The objective of the course is to help students acquire knowledge of major international marketing concepts and develop cross-cultural sensitivities and skills that would enable them to identify, analyze, and solve international marketing problems

Course Content

Module I (18 hours)

Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces, definition of culture, cultural values, language and communication. Cultural differences. Impact of social and cultural environment on marketing industrial and consumer products.

Module II (26 hours)

Developing a global vision through marketing research. Scope of international marketing research. Problems: Collecting primary data, Use & non-availability of secondary data. Multicultural research-Research on internet. Estimating market demand, problems in analyzing and interpreting research information. Responsibility for conducting marketing research, communicating with decision makers.

Module III (10 hours)

Outsourcing Research, developing a Global Information System, Global Product Strategies, Product Design, Packaging and Labeling, Warranty and Service Policies, New Product Development, Global Strategies for Services & Brands, Marketing Services including Social Marketing.

Module IV

(10 hours)

Pricing decisions: Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – preparation of quotations.

Module V

(26 hours)

Promotion Decisions: Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing

Competencies of the course:

- Understand the meaning and importance of international marketing
- Understand the diversity in global business
- Understand the Marketing challenges in global business
- Understand product strategies that are of global nature
- Understand the pricing strategies in global business
- Understand the factors influencing distribution in global scenario
- Understand promotion decisions pertaining to global business

References

- Cateora, Philip R. & Graham, John L.: International Marketing, Tata McGraw Hill.
- Cherunillam, Francis: International Marketing, Himalaya Publishing House
- JJ Shaw & SakOnkvisit: International Marketing- Analysis and Strategies, Prentice
- Warren J. Keega: Global Marketing Management, Prentice Hall India

SEMESTER VI

MS6B20B18: TRANSNATIONAL AND CROSS CULTURAL MARKETING

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	1	24
IV	26	2	1	1	24
V	10	3	2	0	16

SEMESTER VI

COURSE CODE: MS6B21B18

COURSE TITLE: ADVERTISING MANAGEMENT

Total Lecture Hours: 90

Credit: 4

Aim of the Course

To equip the students with the nature, purpose & complex constructions in the planning and execution of a successful advertising program. The course will expose student to issues in brand management, faced by firms operating in competitive markets

Course Overview and Context: This course is designed to provide students with a basic understanding of global marketing opportunities, key issues, and strategies. It introduces the main characteristics of international markets and addresses the impact of global environmental factors (economic, social, legal, and cultural) on marketing decisions such as market entry, product development, pricing, promotion, and distribution. The objective of the course is to help students acquire knowledge of major international marketing concepts and develop cross-cultural sensitivities and skills that would enable them to identify, analyze, and solve international marketing problems

Module I (18 hours)

Advertising need & importance: Definition & growth of modern advertising, advertising & the marketing mix, types & classification of advertisement, advertising spiral; Social & economic aspects of advertising; Marketing communication models: AIDA, hierarchy of effect, innovation adoption model, action first model, quick decision model; Planning framework of promotional strategy

Module II (26 hours)

How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

Module III (10 hours)

Media planning & scheduling: Introduction to broadcast & non -broadcast media; Budgeting decision rule: percentage of sales method, objective to task method, competitive parity, & all you can afford; Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

Module IV (26 hours)

Management of sales promotion: Importance & need for sales promotion, planning for

consumer schemes & contests, different types of consumer schemes.

Module V

(10 hours)

Applied case Studies

Competencies of the course:

- Understand the role of advertising in marketing mix
- Understand the use of AIDA principle in advertisement
- Understand the working of advertisements
- Understand brand personality
- Understand the techniques in sales promotion

References

- Aaker, Myers &Batra : Advertising Management , Prentice Hall.
- Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.
- Kleppner’s Advertising Procedure: W.Ronald Lane, kane Whitehill king and J.
- Thomas Russell, Pearson Education.
- George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
- S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books
- Cowley. D: Understanding Brands, , Kogan Page Ltd
- Jean Noel Kampferer: Strategic Brand Management, Kapferer Free Press
- David Aaker: Brand Leadership, Simon & Schuster
- Wright, Winter, Ziegler: Advertising, Atlantic Publishers & Dist.
- Sandage, Fryburger,: Advertising Theory & Practice, Ratroll Longman Group

SEMESTER VI

MS6B21B18: ADVERTISING MANAGEMENT

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	1	24
IV	26	2	1	1	24
V	10	3	2	0	16

SEMESTER VI

COURSE CODE: MS6B22B18

COURSE TITLE: MULTINATIONAL BUSINESS FINANCE

Total Lecture Hours: 90

Credit: 4

Aim of the course: The course has been designed to familiarize the students with International Monetary System and Financial Institutions. Functioning of the Foreign Exchange Markets and Financial Management of a multinational firm will be the essential component of this course.

Course Overview and Context

While working for multinational companies, it is very important to understand the functioning of the international financial institutions. This course is designed to help students appreciate the growing relevance of international business and the financial aspects therein.

Course Contents:

Module I

Multinational Business Finance – MNCs (Multinational Corporations) and transnational corporations, Difference between domestic and International financial management, Motivations for International finance.

Module II

International Monetary System - The Gold standard, The Bretton Woods system, the flexible exchange, alternative exchange rate system, the European monetary system, Euro and its implications for Indian banking, International Financial Institutions – International Monetary Fund (IMF), Asian Development Bank (ADB), International Bank for Reconstruction and Development (IBRD), Bank for International Settlement (BIS) and Organization for Economic Cooperation and Development (OECD).

Module III

The Foreign Exchange Markets: Introduction, types: Global and Domestic market, spot market and forward market; rates: direct and indirect quotations, bid-ask spread; Functions of the Foreign Exchange Markets; determination of forward premiums and discounts, interest arbitrage – covered interest arbitrage and interest parity theory – forecasting of foreign exchange rates.

Module IV

Financial management of the Multinational Firm – Cost of Capital and Capital Structure of a Multinational Firm – determining capital structure components, Cost of capital for MNCs (Multinational Corporations) and Domestic Firms, Multinational capital budgeting – Problems and issues in foreign investment analysis.

Module V

Payment Systems: Payment terms and financing international trade, international flow of funds and portfolio investment in India, FDI (Foreign Direct Investment) vs. FIIs (Foreign Institutional Investors), investment strategies of FIIs in India, FIIs and volatility, impact of FIIs investment on stock markets and public policy. Netting (with numericals), pooling, leading and lagging as international payment settlement.

SEMESTER VI

MS6B22B18 : MULTINATIONAL BUSINESS FINANCE

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	0.5	16.5
IV	10	2	1	0.5	16.5
V	26	3	2	1	31

SEMESTER VI

COURSE CODE: MS6B23B18

**COURSE TITLE: INTERNATIONAL DISTRIBUTION AND SUPPLY CHAIN
MANAGEMENT**

**Total Lecture Hours: 90
Credit: 4**

Aim of the course: This course would help students develop an understanding about the role of marketing channels, distribution and supply chain, key issues of supply chain and the drivers of supply chain performance. The course would acquaint the students with various concepts.

Course Overview and Context: An introduction to managing operations, supply chain and logistics related challenges in business. Among the topics considered are different channel structures, the basics of distribution management, key issues faced by firms in this area. Some light is also thrown on the modern practices in logistics.

Course Contents

Module I (18 hours)

The channel system: Rationale for marketing channel structures, Composition of marketing channels, Channel Environment.

Module II (26 hours)

Distribution – Basic concept, Transportations, Inventory, Warehousing, Managing logistics.

Module III (10 hours)

Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, Competitive and SC strategies, Achieving strategic fit.

Module IV (10 hours)

Dynamics of supply chain: Supply Chain Integration, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

Module V (26 hours)

Third party and fourth party logistics, Retailer- Supplier partnerships (RSP), Supplier evaluation and selection, Use of best practices and Information Technology (IT) in Supply Chain Management. – CPFR – Demand Chain

Competencies of the course:

- Understand the meaning and importance of international distribution
- Understand the levels of channels in international business
- Understand the need and importance of warehousing and transportation
- Understand global supply chain management
- Understand the meaning of 3PL and 4PL
- Understand the supplier relationship strategies in global business
- Understand the importance of technology in international SCM

Learning Resources

- Chopra, S., & Meindl, P. (2007). Supply chain management: Strategy, planning and operation (3rd ed.). New Delhi: Pearson Education.
- Mentzer, J. T. (2001). Supply chain management. New Delhi: Sage Publications.

References

- Ayers, J. B. (2006). Handbook of supply chain management (2nd ed.). Florida: Auerbach Publication.
- Dornier, P. P., Ernst, R., Fender, M., & Kouvelis, P. (1998). Global Operations Management and Logistics: Text and Cases. New York: John Wiley & Sons.
- Ballou, R. H., & Srivastava, S. K. (2008). Business logistics/ supply chain management (5th ed.). New Delhi: Pearson Education.

SEMESTER VI

**MS6B23B18: INTERNATIONAL DISTRIBUTION AND SUPPLY CHAIN
MANAGEMENT**

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	0.5	16.5
IV	10	2	1	0.5	16.5
V	26	3	2	1	31

SYLLABUS OF OPEN COURSE

SEMESTER V
COURSE CODE: MS5D01B18
COURSE TITLE: BRANDING, INNOVATION AND CREATIVITY

Total Lecture Hours: 72

Credit: 3

Aim of the course: To enable students to identify, analyse, discuss and debate the wide range of perspectives concerning, branding, creativity and innovation in an organizational context.

Course Overview and Context: The course encourages you to consider the value of branding in today's competitive global environment, where organisations continue to compete in overcrowded markets. As consumers become more sophisticated and the plethora of products more similar, the need to differentiate through emotional attachment has become increasingly important.

Course Content

Module I

(12 hours)

The Concept of Brands, The Economic Importance of Brands, The Social and Political Aspects of Brands, Difference between Marketing and Branding, Changing Rules of Marketing and Branding in India, Digital Dimension, Consumer Activism, Leveraging Technology, Introduction to Brand Positioning, Fundamentals of Brand Positioning, First Movers, Mistakes in Brand Positioning, Introspection

Module II

(15hours)

Understanding Innovation: the need for innovation in the service, manufacturing, public and other sectors, Different types of innovation and their implications for businesses , People and Organization: building a culture of innovation, Developing an Innovation Strategy, Boosting Innovation Performance.

Module III

(15 hours)

Managing the innovation process, Strategic management of innovation, Business model innovation, Technologies for innovation, Innovation in a globalized and networked world, Innovation in Services, User-driven innovation and co-creation.

Module IV

(15 hours)

Creativity and Creative Thinking, Designing Creative Organizational Cultures, Entrepreneurship and Creativity, Marketing Creativity: Branding and Authenticity, Innovation strategy: Open innovation, Managing innovation and change.

Module V

(15hours)

Brainstorming, Reverse Brainstorming, Lateral Thinking, Random Input, Analogy Technique, Forced Analogy, Mind Mapping, Metaphorical Thinking, Synectics, The Discontinuity Principle, Storyboarding, Lotus Blossom Technique, Assumption Smashing, Escapism Technique, Idea Checklist, Attribute Listing, Morphological Charts

Competencies of the course:

- Understand the Concept of Brands
- Understand the Difference between Marketing and Branding
- Understand Consumer Activism
- Understand Brand Positioning
- Understand Innovation
- Understand the Development of an Innovation Strategy
- Understand the Innovation Process
- Understand User-driven innovation and co-creation
- Understand the Different types of innovation
- Understand Creativity
- Understand Creativity and Creative Thinking
- Understand Emotional Intelligence and Creativity
- Understand Creativity Strategies.

References

- Managing change, creativity & innovation, Dawson, Patrick Andriopoulos, Constantine, Sage, 2014
- Management and creativity: from creative industries to creative management, Bilton, Chris, Blackwell Pub., 2007
- Managing creativity: the dynamics of work and organization, Davis, Howard, Scase, Richard, Open University Press, 2000

SEMESTER V

OPEN COURSE

MS5D01B18: BRANDING, INNOVATION AND CREATIVITY

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	12	2	2	0.5	21.5
II	15	3	3	0.5	28.5
III	15	2	1	1	24
IV	15	2	1	1	24
V	15	3	2	1	31

SYLLABI OF COMPLEMENTARY COURSES

SEMESTER III
COURSE CODE: MS3C01B18
COURSE TITLE: APPLIED MACRO ECONOMICS

Total Lecture Hours: 90
Credit: 4

Aim of the Course

To acquaint the students about the Macro Economic variables influencing business management and practices.

Course Overview and Context:

A study of the patterns and fluctuations of growth of the aggregate level of economic activity in a modern complex society. Among the topics included are: the measurement and determination of national income; the nature and role of money and interest rates; inflation; the role of trade; macro economic forecasting; alternative fiscal and monetary policies and their role in promoting stability and progress; and macro aspects of legislation.

Course Content

Module 1 **(18 hours)**

Measurement of macroeconomic variables: National Income Accounts, Gross Domestic Product, National Income, Personal and Personal disposable income; Classical theory of income and employment: Quantity Theory of Money – Cambridge version, Classical aggregate demand curve, Classical theory of interest rate, effect of fiscal and monetary policy.

Module II **(16 hours)**

Keynesian theory of Income and employment : simple Keynesian model, components of aggregate demand, equilibrium income, changes in equilibrium, multiplier Public Finance: Budget - Types - Public revenue - Tax and Non-tax - Public Expenditure- Heads of expenditure - Public Debt: Classification -Deficit financing - Taxable capacity - factors influencing taxable capacity

Module III **(20 hours)**

Meaning of Inflation - causes and effect -Cost push and demand pull inflation Deflation – Meaning and causes - Phillips curve- stagflation- M1 and M3 -Measures to control inflation - Role of Monetary policy -Fiscal policy- Instruments

Module IV

(18 hours)

Meaning- Difference- Types - Component of BOP- Current and Capital Account -Unfavorable BOP- causes - Monetary and Non-Monetary Measures

Module V

(18 hours)

Meaning- definition- features - Stages of Business Cycle -Effects and Measures to control cyclical fluctuation Role of External Trade in Economic Development - Terms of Trade: NBTOT – GBTOT

Exchange rate- spot and forward exchange rate -Foreign capital – Role of foreign aid – types

Competencies of the course:

- Understand the Approaches to Economic Theory
- Understand the Public Finance
- Understand the Macro Economic Environment
- Understand the Balance of Payments and Business Cycles
- Understand the Foreign Trade & Development

Textbook

- Alfred William Stonier and Douglas Chalmers Hague, *A Text of Economic Theory*, Fourth Edition, Wiley, 1972

References

- M. L. Jhingan, *International Economics*, Fourth Edition, Vrinda Publication Pvt. Limited, 1997.
- Joel Dean, *Managerial Economics*, Second Edition, Prentice-Hall, 1951.
- Varshney and Maheshwari: *Managerial Economics*, Fourth Edition, Sultan Chand, 2007
- Dominick Salvatore (2009). *Principles of Microeconomics* (5th ed.) Oxford University Press
- Lipsey and Chrystal. (2008). *Economics*. (11th ed.) Oxford University Press
- Koutosyannis (1979). *Modern Micro Economics*. Palgrave Macmillan

SEMESTER III

MS3C01B18: APPLIED MACROECONOMICS

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	16	3	3	1	36
III	20	2	1	1	24
IV	18	2	1	0.5	16.5
V	18	3	2	0.5	23.5

SEMESTER IV

COURSE CODE: MS4C02B18

COURSE TITLE: ENTREPRENEURSHIP

Total Lecture Hours: 90

Credit: 4

Aim of the course: The aim of this subject is to familiarise the students with the fundamentals of entrepreneurship, business principles and ideation process.

Course Overview and Context: The course intends to provide students with a solid foundation in terms of the vital role played by entrepreneurs and entrepreneurship in the 21st century global economy. It shall help them understand the theories of Entrepreneurship, Entrepreneurial Motivation and insights on how to form a Business plan

Course Content

Module I (10 hours)

Introduction to Entrepreneurship, Traits of Successful Entrepreneurs, Types of Entrepreneurs, Entrepreneurship Development Programmes, Criteria for the Evaluation of EDPs

Module II (18 hours)

Business Plan development: Idea Generation, Identifying opportunities and Evaluation; Business Structure: Forms of ownership – Sole proprietorship; partnership; limited liability partnership and corporation form of ownership; advantages/disadvantages, Franchising; advantages/disadvantages of franchising, Creating a Business Plan, Market Size Analysis, Funding a Business Plan, Strategies for Growing the Business: Scaling Up.

Module III (18 hours)

Introduction to Social Entrepreneurship; Characteristics and Role of Social Entrepreneurs; Innovation in Entrepreneurship: The need for innovation, Different types of innovation and their implications for businesses, Building a culture of innovation in a firm, Managing the innovation process.

Module IV (18 hours)

Arrangement of funds; Traditional sources of financing, role played by commercial banks, appraisal of loan applications by financial institutions, Venture capital

Module V (18 hours)

Creativity and Creative Thinking, Designing Creative Organizational Cultures, Entrepreneurship and Creativity, Creativity Strategies: Brainstorming, Reverse Brainstorming,

Lateral Thinking, Random thinking, Analogy Technique, Forced Analogy, Mind Mapping, Lotus Blossom Technique, Metaphorical Thinking, Synectics, Storyboarding, Discontinuity Technique, Assumption Smashing, Escapism Technique, Idea Checklist, Attribute Listing, Morphological Charts

Competencies of the course:

- Understand the meaning of entrepreneurship
- Understand Entrepreneurship Development Programmes
- Understand business plan
- Understand different forms of ownership
- Understand social entrepreneurship
- Understand innovation
- Understand creativity and creative thinking

References

- Hisrich, R., & Peters, M. (2002). *Entrepreneurship*. New Delhi: Tata McGrawHill.
- Holt, D. H. (2004). *Entrepreneurship new venture creation*. New Delhi: Prentice Hall of India
- *Management and creativity: from creative industries to creative management*, Bilton, Chris, Blackwell Pub., 2007
- *The creative economy: how people make money from ideas*, Howkins, John, Penguin, 2001
- Bansal, Rashmi. (2012). *Connect the Dots*. New Delhi: Westland.
- Bansal, Rashmi. (2012). *Stay Hungry, Stay Foolish*. New Delhi: Westland.
- Hisrich, Robert. Michael Peters and Dean Shepherd. (2006). *Entrepreneurship*. New Delhi: Tata McGraw-Hill Education.

SEMESTER IV

MS4C02B18: ENTREPRENEURSHIP

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	18	3	3	1	36
III	18	2	1	1	24
IV	18	2	1	0.5	16.5
V	18	3	2	0.5	23.5

SEMESTER IV

COURSE CODE: MS4C03B18

COURSE TITLE: EXIM PROCEDURES AND DOCUMENTATION

Total Lecture Hours: 90

Credit: 4

Module I

Introduction to Export Import Business, *Export* Management- Scope- Functions, Motives of export. Export documentation- features; Foreign exchange regulations, Quality control and pre-shipment inspection.

Module II

Getting started in export business, Types of contract, Facilities of export, Types of peril, EICs & EPCs, Bill of Lading

Module III

Legal framework in India – Overview of recent Foreign Trade policy, Customs Act, Objective of EXIM policy; *Export Promotion Zone, Free Trade Zone.*

Module IV

Credit risk management- *ECGC- Marine Insurance*; Payment terms- Main features- Advance payment, open account, documentary credit – Documentary collection – DP and DA process and operation; Letter of credit and parties involved; *Bill of Exchange, Difference between Pre- Shipment finance & Post- Shipment finance.*

Module V

LC, Types of LC; Process and operation. Post Shipment Procedure, EDI and documentation, *Indian Customs Electronic Data Interchange (ICES), Clearing & Forwarding Agents- Functions.*

Competencies of the course:

- Understand Export documentation
- Understand Foreign exchange regulations
- Understand Licensing Procedures
- Understand the Objective of EXIM policy
- Understand Legal Implications associated with export/import
- Understand the EXIM Legal framework in India

- Understand customs act, Excise Act and others
- Understand the Price and Payment Systems
- Understand Post Shipment Documentation
- Understand the features of EXIM documents
- Understand the EDI and documentation

Learning Resources

- M.D. Jitendra, Export Procedures and Documentation, Rajat Publications, Delhi.
- PervinWadia, Export Markets and Foreign Trade Management, Kanishka Publications, New Delhi.
- Nabhi’s Exporters Manual and Documentation.
- Nabhi’s New Import-Export Policy Procedures.

SEMESTER IV

MS4C03B18: EXIM PROCEDURES AND DOCUMENTATION

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	18	3	3	1	36
III	18	2	1	1	24
IV	18	2	1	0.5	16.5
V	18	3	2	0.5	23.5

SEMESTER IV

**COURSE CODE: MS4C04B18
COURSE TITLE: CONSUMER BEHAVIOR**

Total Lecture Hours: 90

Credit: 4

Aim of the Course:

The course of Consumer behaviour equips students with the basic knowledge about the issues and dimensions of consumer behaviour and with the skill and ability to analyse consumer information and develop consumer behaviour oriented marketing strategies.

Course Overview and Context

Consumer Behavior, one of Marketing’s core subfields, is a managerial discipline that occupies the center of the customer-company interface. It informs the design of marketing strategy and planning by providing insights about the evolving consumer landscape; consumer information processing and decision-making; consumer purchase and product usage patterns and influences; and consumer motivation and meaning. To address these diverse issues and concerns, consumer behavior analyses draw eclectically and opportunistically from the conceptual frameworks of economics, psychology, sociology, anthropology and other basic disciplines. Similarly, studying consumer behavior requires an extensive and diverse methodological tool kit of both qualitative and quantitative research techniques. Insights about consumers and consumption behavior help marketing professionals design products and marketing programs that resonate with consumers’ thoughts, feelings, interests and motivations.

Course Contents

Module I (18 hours)

Consumer Behaviour: Nature, scope & application: Importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, role of consumer research, Consumer behaviour- interdisciplinary approach. Introduction to ‘Industrial Buying Behaviour’

Module II (18 hours)

Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self- images; Role of self-consciousness.

Learning Theories and their application in Consumer Behavior – Conditioning theories – Cognitive learning theories

Module III (18 hours)

Consumer Perception: Concept of absolute threshold limit, differential threshold limit &

subliminal perception: Perceptual Process: selection, organization & interpretation.

Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Module IV

(18 hours)

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups.

Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle.

Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class.

Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Module V

(18 hours)

Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process.

Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post- purchase evaluation; Situational Influences

Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard- Sheth Family Decision Making Model.

Competencies of the course:

- Understand the nature of consumer behavior
- Understand learning theories and their application in consumer behavior
- Understand personality theories
- Understand perception
- Understand the opinion leadership
- Understand diffusion of innovation
- Understand Consumer behavior models

References

- Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition
- Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.
- Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.
- Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.
- Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

SEMESTER IV

MS4C04B18: CONSUMER BEHAVIOR

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	18	3	3	1	36
III	18	2	1	1	24
IV	18	2	1	0.5	16.5
V	18	3	2	0.5	23.5

SEMESTER V

COURSE CODE: MS5C05B18

COURSE TITLE: BUSINESS INFORMATION SYSTEM

Total Lecture Hours: 72

Credit: 3

Aim of the course: At the end of this course, students will be able to apply advanced functions in Excel; to implement business functions with the help of computers.

Course Overview and Context: It provides knowledge and skills in technology which helps to manage the business functions more easily and effectively.

Course Content

Module 1 (15 hours)

Introduction to Management Information System – Using data for decision making

Excel Introduction-Basic formulae: Entering and editing data, Creating and copying formulae-Formatting: Inserting/deleting rows/columns, Changing fonts, Colours and borders, Merging and aligning cells-Printing: Page break preview, Using page layout view, Headers and footers, Freezing print titles

Module 2 (22 hours)

Excel Functions: Mathematical Functions, Text Functions, Logical & Reference Functions, Financial Functions, Information Functions-IF and LOOKUP functions: The conditional (IF) function, Nested IFs are evil, Lookup tables, Using LOOKUP,HLOOKUP and VLOOKUP functions-Dates and times: How dates and times are stored, Useful date/time functions-Formatting dates and times

Module 3 (7 hours)

Range names and absolute references: Absolute references (\$ symbol), Fixing only the row/column, Creating range names, Labelling ranges automatically-Number formatting: Creating custom formats, The four parts of a format, Scaling numbers-Validation and protection: Setting cell validation, Protecting cells/worksheets, Grouping and outlining, Cell comments

Module 4 (7 hours)

Conditional formatting: Creating/using cell rules, Data bars and colour sets, Styles and themes, How themes work, Using the default styles, Creating custom styles-Creating, sorting and filtering lists of data-Basic tables: Table styles, Using calculated columns, Header rows and total rows, Sorting and simple filtering, Advanced Tables, Removing duplicates, Advanced filters, Creating table styles

Module 5

(21 hours)

Pivot tables: Creating pivot tables, Swapping rows, columns and pages, Grouping fields, Drill-down, Slicers, Pivot table slicers, Changing slicer properties-Charts: Selecting data, Quick ways to create charts, Formatting your chart, Advanced charts, Creating chart templates, Combination charts, Picture charts, Custom chart types, Regression and trendlines, Sparklines, Creating sparklines, Changing chart types, Formatting sparklines, Consolidation , Using formulae, Using data consolidation, Using pivot tables

Competencies of the course:

- Understand the basics of Excel
- Understand using range names
- Understand Number formatting
- Understand Dates and times in Excel
- Understand Conditional formatting
- Understand Validation and protection
- Understand Excel Functions

References

- John Walkenbach, Excel 2010 Bible, Wiley, 1 edition, 2010
- John Walkenbach, Excel 2007 Power Programming with VBA (Mr.Spreadsheet's Bookshelf) Wiley; PAP/CDR edition, 2007
- Curtis Frye, Microsoft Excel 2010 (Step By Step), Microsoft Press; 1 edition, 2010

SEMESTER V

MS5C05B18: BUSINESS INFORMATION SYSTEM

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	15	2	2	1	29
II	22	3	2	1	31
III	7	2	2	0	14
IV	7	2	1	1	24
V	21	3	2	1	31

SEMESTER V

COURSE CODE : MS5C06B18

COURSE TITLE: BUSINESS ETHICS AND CSR

Total Lecture Hours: 72

Credit: 3

Aim of the course: The objective of this paper is to make the students more clear about the importance of ethics in business and practices of good corporate governance. It also talks about the corporate social responsibility

Course Overview and Context: The course introduces students to the contemporary issues in the relationship between ethics and business. Today, different views exist as to how managerial decisions can relate to ethical concerns. While there is a codified information on professional ethics in many disciplines like medical, there is no such system in Management. With businesses going global, an understanding of ethics is very important. The businesses today engage with societies that have distinct structures, norms and cultures. Through studying principles of academic thinking about these issues, and working on the problems experienced in actual case studies, students learn to think complex problems of business ethics and how ethical principles could influence management decisions.

Course Contents

Module I

(12 hours)

Business Ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral principles: virtue ethics, Moral issues in business: Worker’s and employee’s rights and responsibilities, Profit maximization vs. social responsibility.

Module II

(15 hours)

Historical Perspective of Ethics - Ethics of Great Philosophers – Albert.Z.Carr, Aristotle, Niccolo Machiavelli, Karl Marx, Sun Tzu :The art of war of Sun Tzu, Might-equals-right approach of Karl Marx

Module III

(15 hours)

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading.

The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

Module IV

(15 hours)

Role of auditors in enhancing corporate governance, duties and responsibilities of auditors, corporate governance and internal auditors, Whistle blowing: Kinds of whistle blowing, precluding the need for whistle blowing. Discrimination, affirmative action, and reverse discrimination: Equal employment opportunity, Affirmative action, Preferential hiring

Module V

(15 hours)

Corporate social responsibility: Meaning, Evolution of corporate social responsibility, common indicators for measuring business social performance, reporting social responsibility measures in annual report. CSR and Income Tax Indian case studies

Competencies of the course:

- Understand the Nature of Business Ethics and Values
- Understand the Ethics of Great Philosophers
- Understand Corporate Governance
- Understand whistle blowing
- Understand Corporate Social Responsibility

References

- Manuel G Velasquez : Business ethics- concepts and cases Pearson.
- Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA

- A.C. Fernando: Business Ethics Pearson Education.
- A.C. Fernando: Corporate Governance Pearson Education.
- Adrian Davies: Strategic approach to corporate governance Gower Pub Co.
- N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing
- Marianne M Jennings: Cases in Business Ethics Indian South-Western College
- Kevin Gibson: Ethics and Business, An Introduction, Cambridge Applied Ethics
Cambridge University Press
- Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education
India.

SEMESTER V

MS5C06B18: BUSINESS ETHICS AND CSR

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	12	2	2	0	14
II	15	3	3	1	36
III	15	2	1	1	24
IV	15	2	1	1	24
V	15	3	2	1	31

SEMESTER VI

COURSE CODE: MS6C07B18

COURSE TITLE: BUSINESS LAW

Total Lecture Hours: 90

Credit: 4

Aim of the course: At the end of this subject, student will be acquainted with practical legal knowledge of general business law issues and topics to help become more informed, sensitive and effective business leaders.

Course Overview and Context: Laws that define and govern businesses and corporations are explained in this course. Topics might include contracts, torts and product liability, employment law and government regulation. Ethics, environmental law, consumer protections and political and social forces that affect laws also might be reviewed.

Course Content

Module I Indian Contract Act, 1872

(26 hours)

Meaning, Characteristics & Scope of the contract law, Elements of contract, Offer and acceptance, Lawful consideration, Capacity to contract, Free Consent, Lawful object. Discharge of contract including performance of contract. Breach of contract, contingent contract, quasi contract. Contract of Indemnity and Guarantee. Contract of Bailment. Contract of Agency.

Module II Company Law

(18 hours)

Introduction, Meaning and Definition, Corporate Personality, Stages of formation of a Company: Company, Classification of Companies. Memorandum of Association, Articles of Association Distinction between Memorandum and Articles. Prospectus and Other Documents: Doctrine of Indoor Management, Shares, Debentures and Dividends: Transfer and Transmission of shares, Directors, Meetings, Winding up. Amendments.

Module III The Limited Liability Partnership Act, 2008

(10 hours)

Salient features of LLP, Difference between LLP & Partnership, LLP & Company, Nature of LLP, Partners & designated partners, Incorporation document, Incorporation by Registration, Partners & their relations.

Foreign Exchange Regulation Act – Foreign Exchange Act

Module IV The Sale of Goods Act, 1930

(10 hours)

Contract of sale, Meaning & difference between sale & agreement to sale; conditions & warranties, Transfer of ownership in goods including sale by non- owners, Performance of contract of sale, Unpaid seller- meaning & rights of an unpaid seller against the goods.

Module V The information Technology Act, 2000

(26 hours)

Definition, Digital signature, Electronic governance, Attribution, acknowledgement & dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties & adjudication, Appellate tribunal, offences

Competencies of the course:

- Understand the Indian contract Law
- Understand the Sale of Goods Act
- Understand partnership Act
- Understand need and importance of business law
- Understand Information Technology Act

References

- S. S. Gulshan and G. K. Kapoor (2009) Business Law.1st edition, New Age International.
- N. D. Kapoor, (2006) Elements of Mercantile Law.3rd edition, Sultan Chand and Company.
- Robert W. Emerson (2006) Business Law.1st edition, Barron’s Educational Series Inc.
- Satyanarayana G (2009) Business Law.3rd edition, Apollo Publishers.

SEMESTER VI

MS6C07B18: BUSINESS LAW

BLUE PRINT

Modules	Hours	PART A- (short answer) 2 marks 10/12	PART B- (short essay) 5 marks 6/9	PART C- (essay/problem) 15marks 2/4	Total
I	18	2	2	1	29
II	26	3	3	1	36
III	10	2	1	0.5	16.5
IV	10	2	1	0.5	16.5
V	26	3	2	1	31