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

<table>
<thead>
<tr>
<th>Sl No</th>
<th>Name</th>
<th>Address</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dr. Elsamma Joseph</td>
<td>Associate Professor (Rtd.) St. Teresa’s College (Autonomous) Ernakulam</td>
<td>Chairperson</td>
</tr>
<tr>
<td>2</td>
<td>Dr. Geetha C. A.</td>
<td>Associate Professor Post Graduate and Research Department of Commerce The Cochin College Kochi – 2</td>
<td>Subject Expert</td>
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<tr>
<td>3</td>
<td>Dr. Mary P. U.</td>
<td>Associate Professor Post Graduate Department of Commerce St. Mary’s College Manarcadu, Kottayam</td>
<td>Subject Expert</td>
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<tr>
<td>4</td>
<td>Mr. Harry Rapheal</td>
<td>Imperial Traders Pvt Ltd Edakkunnam Kappela Cherannalloor</td>
<td>Industry Expert</td>
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<td>5</td>
<td>Dr. Asha E Thomas</td>
<td>Assistant Professor Department of Commerce St. Paul’s College Kalamaserry</td>
<td>Alumni</td>
</tr>
<tr>
<td>6</td>
<td>Ms. Kalpita C.</td>
<td>Assistant Professor, HOD, Department of Management Studies St. Teresas College, Ernakulam</td>
<td>Member</td>
</tr>
<tr>
<td>7</td>
<td>Ms. Daly Poulse Meppurath</td>
<td>Assistant Professor, Department of Management Studies, St. Teresa’s College, Ernakulam</td>
<td>Member</td>
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<tr>
<td>8</td>
<td>Ms. Vani Pramod</td>
<td>Department of Management Studies, St. Teresa’s College, Ernakulam</td>
<td>Member</td>
</tr>
<tr>
<td>9</td>
<td>Ms. Megha Mary Michael</td>
<td>Department of Management Studies, St. Teresa’s College, Ernakulam</td>
<td>Member</td>
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<tr>
<td>10</td>
<td>Ms. Divya M.O.</td>
<td>Department of Management Studies, St. Teresa’s College, Ernakulam</td>
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</table>
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 proactive 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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### Programme Structure

- Bachelor Programme in Management (Model III)                             | 13      |
  - Scheme – Core Courses                                                 | 15      |
  - Scheme – Choice Based Course                                           | 17      |
  - Scheme – Open Course                                                  | 16      |
  - Scheme – Complementary Course                                         | 18      |
- Examination                                                            | 19      |

### Syllabus

- Bachelor of Management Studies Core Courses                             | 25      |
  - Choice Based Core Courses                                             | 88      |
  - Complementary Courses                                                 | 117     |
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

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

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:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Course Work - Subject Area</th>
<th>No. of courses</th>
<th>Credits</th>
</tr>
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<tr>
<td>1</td>
<td>Common Courses</td>
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<tr>
<td>2</td>
<td>Discipline Core</td>
<td>14</td>
<td>56</td>
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<td>Environmental Science and Human Rights (Compulsory Core)</td>
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<td>4</td>
<td>Choice Based Electives</td>
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<td>5</td>
<td>Complementary Courses</td>
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<td>6</td>
<td>Open Course</td>
<td>1</td>
<td>3</td>
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<td>7</td>
<td>Project</td>
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<tr>
<td></td>
<td>Total</td>
<td>31</td>
<td>120</td>
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</table>

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

<table>
<thead>
<tr>
<th>Semester</th>
<th>Type of Course</th>
<th>Course Code</th>
<th>Title of the Course</th>
<th>No. of hrs /week</th>
<th>Credits</th>
<th>Max. Marks</th>
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<td>1</td>
<td>Common</td>
<td>EN1A01B18</td>
<td>Fine-tune Your English</td>
<td>5</td>
<td>4</td>
<td>20 80</td>
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<tr>
<td></td>
<td>Core</td>
<td>MS1B01B18</td>
<td>Management Concepts and Practices</td>
<td>5</td>
<td>4</td>
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<tr>
<td></td>
<td></td>
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<td>4</td>
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<tr>
<td></td>
<td></td>
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<td>Quantitative Techniques for Management</td>
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<td>4</td>
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<td></td>
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Curriculum and Syllabus (2018 Admission Onwards)  Page 13
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CONSOLIDATED SCHEME FOR I TO VI SEMESTERS PROGRAMME STRUCTURE

BACHELOR PROGRAMME IN MANAGEMENT STUDIES (MODEL – III)

1. SCHEME OF THE CORE COURSES

<table>
<thead>
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<th>Course Code</th>
<th>Title of the Course</th>
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<td>Semester I</td>
<td></td>
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<tr>
<td>MS1B01B18</td>
<td>Management Concepts and Practices</td>
<td>5</td>
<td>4</td>
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<tr>
<td>MS1B02B18</td>
<td>Accounting - I</td>
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<td>MS1B03B18</td>
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<td>Semester II</td>
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<tr>
<td>MS2B05B18</td>
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<td>Semester III</td>
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<td></td>
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<tr>
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<td>4</td>
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<tr>
<td>MS3B11B18</td>
<td>Financial Management</td>
<td>5</td>
<td>4</td>
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<tr>
<td>MS3BPRB18</td>
<td>Personality Development and Communication Skills – Minor Project</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>90</td>
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<td></td>
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</table>

Curriculum and Syllabus (2018 Admission Onwards)
## Semester IV

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title of the Course</th>
<th>No. of Contact Hrs./Week</th>
<th>Credit</th>
<th>Semester</th>
<th>Total No. of Hrs.</th>
<th>Max. Marks</th>
</tr>
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<tbody>
<tr>
<td>MS4B12B18</td>
<td>Business Research Methods</td>
<td>5</td>
<td>4</td>
<td>4</td>
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<tr>
<td>MS4B13B18</td>
<td>Financial Institutions and Markets</td>
<td>5</td>
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## Semester V

<table>
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<th>Title of the Course</th>
<th>No. of Contact Hrs./Week</th>
<th>Credit</th>
<th>Semester</th>
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<th>Max. Marks</th>
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<tbody>
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<td>MS5B14B18</td>
<td>Environment Science and Human Rights</td>
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<td>4</td>
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## Semester VI

<table>
<thead>
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<th>No. of Contact Hrs./Week</th>
<th>Credit</th>
<th>Semester</th>
<th>Total No. of Hrs.</th>
<th>Max. Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS6B19B18</td>
<td>Business Strategy</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>90</td>
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<tr>
<td>MS6BPRB18</td>
<td>Project</td>
<td>5</td>
<td>4</td>
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</tbody>
</table>

**Total Credits from Core Courses**: 68

### 2. SCHEME OF THE OPEN COURSES

(Offered to students of other departments)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Title of the Course</th>
<th>No. of Contact Hrs./Week</th>
<th>Credit</th>
<th>Semester</th>
<th>Total No. of Hrs.</th>
<th>Max. Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>MS5D01B18</td>
<td>Branding, Innovation and Creativity</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>72</td>
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<td><strong>Total Credits from Open Courses</strong></td>
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## 3. SCHEME OF THE CHOICE BASED COURSES

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>No.of Contact Hrs./Week</th>
<th>Credit</th>
<th>Total No. of Hrs.</th>
<th>Max Marks</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Semester</td>
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<td>ISA</td>
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<tr>
<td>MS5B15B18</td>
<td>Services Marketing</td>
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<td>4</td>
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<tr>
<td>MS5B17B18</td>
<td>Fundamentals of Foreign Trade</td>
<td>4</td>
<td>4</td>
<td>5</td>
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<tr>
<td>MS5B18B18</td>
<td>International Accounting and Reporting System</td>
<td>4</td>
<td>4</td>
<td>5</td>
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<tr>
<td>MS6B20B18</td>
<td>Transnational and Cross Cultural Marketing</td>
<td>5</td>
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<tr>
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<td>Advertising Management</td>
<td>5</td>
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<tr>
<td>MS6B22B18</td>
<td>Multinational Business Finance</td>
<td>5</td>
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<tr>
<td>MS6B23B18</td>
<td>International Distribution and Supply Chain Management</td>
<td>5</td>
<td>4</td>
<td>90</td>
<td>20</td>
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<tr>
<td></td>
<td><strong>Total Credit</strong></td>
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<td></td>
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<td><strong>Total Credit from Choice Based Courses</strong></td>
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### 4. SCHEME OF THE COMPLEMENTARY COURSES

<table>
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<tr>
<th>Course Code</th>
<th>Title of the Course</th>
<th>No. of Contact Hrs./Week</th>
<th>Credit Semester</th>
<th>Total No. of Hrs.</th>
<th>Max. Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
<tr>
<td>Semester III</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>MS3C01B18</td>
<td>Applied Macro Economics</td>
<td>5</td>
<td>4</td>
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<td>Semester IV</td>
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<tr>
<td>MS4C02B18</td>
<td>Entrepreneurship</td>
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<td>4</td>
<td>4</td>
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<td>MS4C03B18</td>
<td>EXIM procedures and Documentation</td>
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<td>MS4C04B18</td>
<td>Consumer Behavior</td>
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<td>Semester V</td>
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<td></td>
</tr>
<tr>
<td>MS5C05B18</td>
<td>Business Information System</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>72</td>
</tr>
<tr>
<td>MS5C06B18</td>
<td>Business Ethics and CSR</td>
<td>4</td>
<td>2</td>
<td>5</td>
<td>72</td>
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<tr>
<td></td>
<td><strong>Total Credits</strong></td>
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<td>Semester VI</td>
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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

<table>
<thead>
<tr>
<th>ISA - Theory</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance</td>
<td>5</td>
</tr>
<tr>
<td>Assignment/Seminar/Viva</td>
<td>5</td>
</tr>
<tr>
<td>Test papers (2 x 5)</td>
<td>10</td>
</tr>
<tr>
<td>Total</td>
<td>20</td>
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</table>

Attendance:

<table>
<thead>
<tr>
<th>% of Attendance</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>&gt;90%</td>
<td>5</td>
</tr>
<tr>
<td>Between 85 and 90</td>
<td>4</td>
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<tr>
<td>Between 80 and 85</td>
<td>3</td>
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<tr>
<td>Between 75 and 80</td>
<td>2</td>
</tr>
<tr>
<td>75 %</td>
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<tr>
<td>&lt; 75</td>
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FOR PROJECTS/ INDUSTRIAL VISIT AND COMPREHENSIVE VIVA-VOCE*:

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

<table>
<thead>
<tr>
<th>Components of Project/I.V. and Viva – ESA</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissertation (External)</td>
<td>50</td>
</tr>
<tr>
<td>Comprehensive Viva-voce (External)</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
</tr>
</tbody>
</table>

* 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.

<table>
<thead>
<tr>
<th>Components of Project/ I.V. - ISA</th>
<th>Marks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Punctuality</td>
<td>5</td>
</tr>
<tr>
<td>Experimentation / Data Collection</td>
<td>5</td>
</tr>
<tr>
<td>Knowledge</td>
<td>5</td>
</tr>
<tr>
<td>Report</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20</strong></td>
</tr>
</tbody>
</table>

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.

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

GRADES

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

<table>
<thead>
<tr>
<th>% of marks</th>
<th>Grade</th>
<th>Grade point</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;95</td>
<td>S - Outstanding</td>
<td>10</td>
</tr>
<tr>
<td>85 - 95</td>
<td>A+ - Excellent</td>
<td>9</td>
</tr>
</tbody>
</table>
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:

\[ SGPA = \frac{TCP}{TC} \]

TCP = Total Credit Point of that semester
TC = Total Credit of that semester

Cumulative Grade Point Average (CGPA) is calculated:

\[ CGPA = \frac{TCP}{TC} \]

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

<table>
<thead>
<tr>
<th>GPA</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;9.5</td>
<td>S - Outstanding</td>
</tr>
<tr>
<td>8.5 – 9.5</td>
<td>A+ - Excellent</td>
</tr>
<tr>
<td>7.5 – 8.5</td>
<td>A - Very good</td>
</tr>
<tr>
<td>6.5 – 7.5</td>
<td>B+ - Good</td>
</tr>
<tr>
<td>5.5 – 6.5</td>
<td>B - Above average</td>
</tr>
<tr>
<td>4.5 – 5.5</td>
<td>C - Satisfactory</td>
</tr>
<tr>
<td>3.5 – 4.5</td>
<td>D - Pass</td>
</tr>
<tr>
<td>&lt;3.5</td>
<td>F - Failure</td>
</tr>
</tbody>
</table>

- 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
SEMMESTER 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 I (18 hours)
Basic forms of Business Ownership; Special forms of ownership: Franchising, Licensing, Leasing; Choosing a form of Business ownership

Module II (26 hours)

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)

**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

**References**
- Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
SEMESTER I

MS1B01B18: MANAGEMENT CONCEPTS AND PRACTICES

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<th>Hours</th>
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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 ‘espirit-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 analyze 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)


Module III (10 hours)


**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)


**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**

SEMESTER I

MS1B02B18: ACCOUNTING – I

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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:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock on 1st January, 2013</td>
<td>10,000</td>
</tr>
<tr>
<td>Purchases</td>
<td>20,000</td>
</tr>
<tr>
<td>Returns outwards</td>
<td>1,000</td>
</tr>
<tr>
<td>Sales</td>
<td>40,000</td>
</tr>
<tr>
<td>Returns inwards</td>
<td>2,000</td>
</tr>
<tr>
<td>Stock on 31st December, 2013</td>
<td>5,000</td>
</tr>
</tbody>
</table>

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.

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

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)

Module II (26 hours)

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)
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**

(H26 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:**

- Anderson, Sweeney & 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
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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.  

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.

<table>
<thead>
<tr>
<th>Size-group</th>
<th>No. of items</th>
<th>No. of defective items</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-16</td>
<td>200</td>
<td>150</td>
</tr>
<tr>
<td>16-17</td>
<td>270</td>
<td>162</td>
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<tr>
<td>17-18</td>
<td>340</td>
<td>170</td>
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<td>360</td>
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<td>19-20</td>
<td>400</td>
<td>180</td>
</tr>
<tr>
<td>20-21</td>
<td>300</td>
<td>114</td>
</tr>
</tbody>
</table>

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 2/3 and the probability
that he will not get an electrical contract is 5/9. If the probability of getting at least one
contract is 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?

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

<table>
<thead>
<tr>
<th>Age</th>
<th>Blood pressure</th>
</tr>
</thead>
<tbody>
<tr>
<td>56</td>
<td>147</td>
</tr>
<tr>
<td>42</td>
<td>125</td>
</tr>
<tr>
<td>36</td>
<td>118</td>
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<td>47</td>
<td>128</td>
</tr>
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<td>49</td>
<td>145</td>
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<td>42</td>
<td>140</td>
</tr>
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<td>60</td>
<td>155</td>
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<td>72</td>
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<tr>
<td>63</td>
<td>149</td>
</tr>
<tr>
<td>55</td>
<td>150</td>
</tr>
</tbody>
</table>

a) Find the correlation coefficient between age and blood pressure?
b) Determine the least-squares regression equation of blood pressure on age?
c) 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, 20, 22, 23, 27, 25, 22, 20, 39

2x15=30 marks
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.

Module V (18 hours)
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
SEMESTER I

MS1B04B18: MANAGERIAL ECONOMICS

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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?
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?
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

SEMESTER II

MS2B05B18: ORGANIZATIONAL BEHAVIOR

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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)

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


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

- Business Communication. ICMR Publications
## SEMESTER II

### MS2B06B18: BUSINESS COMMUNICATION

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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 organization’s 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)

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)
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
SEMESTER II

MS2B07B18: ACCOUNTING II

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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
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
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
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*


SEMESTER II

MS2B08B18 : INTERNATIONAL BUSINESS

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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

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
Module IV 10 hours

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
## SEMESTER III

**MS3B09B18: HUMAN RESOURCE MANAGEMENT**

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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.

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

Module IV 10 hours
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

SEMESTER III

MS3B10B18: MARKETING MANAGEMENT

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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)


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).

Module IV  
(10 hours)

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:

SEMESTER IV

MS3B11B18: FINANCIAL MANAGEMENT

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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
- 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.
SEMMESTER 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 Content

Module I 18 hours

Module II 26 hours

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 \hspace{1cm} 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 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
SEMESTER III

MS4B12B18: BUSINESS RESEARCH METHODS

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</table>
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)

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)**


**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**

- Goel, Sandeep. (2012). Financial services.PHI.
SEMMTER III

MS4B13B18 : FINANCIAL INSTITUTIONS AND MARKETS

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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.

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-sports 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.


**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**


**Unit 2: Human Rights and United Nations**


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

• 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)
• Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Delhi: Himalaya (Ref)
• Miller T.G. Jr., Environmental Science, Wadsworth (TB)
• Rajagopalan, R. Environmental Studies from Crisis and Cure, Oxford UP, 2016 (TB)

• Sharma B.K., 2001. Environmental Chemistry. 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)
• (M) Magazine (R) Reference (TB) Textbook

Human Rights


• Shireesh Pal Singh, Human Rights Education in 21st Century. New Delhi: Discovery
• United Nations Development Programme.
SEMESTER V

MS5B14B18: ENVIRONMENT SCIENCE AND HUMAN RIGHTS

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SEMMESTER 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 I (18 hours)

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)


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


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)


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


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
• B. Hiriyappa. Strategic Management and Business Policy. Wordclay. 2010
SEMESTER VI

MS6B19B18: BUSINESS STRATEGY

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SYLLABI OF CHOICE BASED CORE COURSES
SEMESTER V

COURSE CODE: MS5B15B18
COURSE TITLE: SERVICES MARKETING

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
- 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.
- Valarie A Zeithmal & Mary Jo Bitner (2011), Services Marketing- 5/e, TMH.
### SEMESTER V

**MS5B15B18 : SERVICES MARKETING**

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SEMMESTER 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

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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)

Module V  

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.
- 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

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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)

Module II (15 hours)

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)
Module V (15 hours)


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
- Rathore, Shirin: International Accounting, Prentice Hall of India
SEMESTER V

MS5B18B18  INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM

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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)

Module III (10 hours)
Module IV  
(10 hours)

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

- 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

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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
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
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
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
Management of sales promotion: Importance & need for sales promotion, planning for
consumer schemes & contests, different types of consumer schemes.

Module V (10 hours)

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

- 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 Satish K. 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
- Sandage, Fryburger: Advertising Theory & Practice, Ratroll Longman Group
**SEMESTER VI**

**MS6B21B18: ADVERTISING MANAGEMENT**

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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**

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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


References

SEMESTER VI

MS6B23B18: INTERNATIONAL DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

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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)

Module II (15 hours)
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  
(15 hours)

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
SEMESTER V

OPEN COURSE
MS5D01B18: BRANDING, INNOVATION AND CREATIVITY

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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 I  

Module II  
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  
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

References
SEMESTER III

MS3C01B18: APPLIED MACROECONOMICS

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

Module II

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

Module V
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**

- 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
### SEMESTER IV

**MS4C02B18: ENTREPRENEURSHIP**

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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.
• Pervin Wadia, 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**

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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)

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 &

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


**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

## SEMESTER IV

**MS4C04B18: CONSUMER BEHAVIOR**

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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

- Curtis Frye, Microsoft Excel 2010 (Step By Step), Microsoft Press; 1 edition, 2010
SEMESTER V

MS5C05B18: BUSINESS INFORMATION SYSTEM

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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)

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
• Bhanumurthy K V: Ethics and Social Responsibility of Business, Pearson Education India.
## SEMESTER V

**MS5C06B18: BUSINESS ETHICS AND CSR**

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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


Module II Company Law


Module III The Limited Liability Partnership Act, 2008

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
SEMESTER VI

MS6C07B18: BUSINESS LAW

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