
ST. TERESA'S COLLEGE, ERNAKULAM
(AUTONOMOUS)

Affiliated to Mahatma Gandhi University, Kottayam



CURRICULUM FOR
BACHELOR PROGRAMME IN MANAGEMENT
STUDIES (INTERNATIONAL BUSINESS)

Under Choice Based Credit & Semester System
& Outcome Based Education
(2018 Admissions)

PROGRAM SPECIFIC OUTCOMES

PSO1: Apply basic managerial principles in real scenarios involving Marketing, Human Resource, Financial and general management decision making in a dynamic business environment.

PSO2: Manage dynamics of teamwork by taking up leadership roles in organizational settings

PSO3: Develop organizational strategies from an Indian perspective, based on knowledge of international business environment scenarios and policies and procedures that govern international trade.

PSO4: Develop effective business communication skills and technology readiness for solving business challenges.

PSO5: Analyze business situations using business research competencies

SEMESTER I

| Course Code | Course Title | Credits | Course Type |
|--------------------|--|----------------|--------------------|
| EN1A01B18 | Fine-tune Your English | 4 | Common Course I |
| MS1B01B18 | Management Concepts and Practices | 4 | Core Course |
| MS1B02B18 | Accounting - I | 4 | Core Course |
| MS1B03B18 | Quantitative Techniques for Management | 4 | Core Course |
| MS1B04B18 | Managerial Economics | 4 | Core Course |

SEMESTER I

COMMON COURSE I

EN1A01B18– FINE-TUNE YOUR ENGLISH

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Recognize the basics of English grammar

CO2: Choose the appropriate word classes

CO3: Identify common errors in the use of English language in various contexts

CO4: Apply the rules of grammar to comprehend, speak, and write grammatically correct English

CO5: Develop materials for business communication

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|---------|------|------|------|------|------|
| CO1 | 1 | 1 | 1 | 2 | 1 |
| CO2 | 1 | 1 | 1 | 2 | 1 |
| CO3 | 1 | 2 | 1 | 2 | 1 |
| CO4 | 1 | 1 | 1 | 2 | 1 |
| CO5 | 1 | 1 | 1 | 2 | 1 |

Syllabus Content

Module I (18 Hours)

The Sentence and its Structure How to Write Effective Sentences – Phrases: What are They? – The Noun Clauses – The Adverb Clause – “If All the Trees Were Bread and Cheese” – The Relative Clause – How Clauses are Conjoined

Module II (18 Hours)

Word-Classes and Related Topics Understanding the Verb – Understanding Auxiliary Verbs – Understanding Adverbs – Understanding Pronouns – The Reflexive Pronoun – The Articles I – The Articles II – The Adjective – Phrasal Verbs – Mind your Prepositions

Module III (18 Hours)

To Err is Human Concord – Errors – Common and Uncommon Spelling and Pronunciation Pronunciation: Some Tips – More Tips on Pronunciation – An awesome Mess? – Spelling Part II

Module IV (18 Hours)

Tense and Related Topics ‘Presentness’ and Present Tenses – The ‘Presentness’ of a Past Action – Futurity in English – Passivation Interrogatives and Negatives Negatives – How to Frame Questions – What’s What? – The Question Tag

Module V (18 Hours)

Conversational English Some time expressions – Is John There Please? Miscellaneous and General Topics Reading Letter Writing In addition there will be an essay question on a general topic.

SEMESTER I

CORE COURSE

MS1B01B18– MANAGEMENT CONCEPTS AND PRACTICES

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Describe the nature, importance and functions of management.

CO2: Differentiate the relevance and outcome of each evolutionary practices in management

CO3: Explain the essentials of Planning processes, its impact on Decision-making and Expansion

CO4: Distinguish the functional demarcation of hierarchies and departments

CO5: Relate leadership and motivational theories into practical management scenarios

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|------------|----------|----------|----------|----------|----------|
| CO1 | 2 | 2 | 2 | 2 | 1 |
| CO2 | 2 | 1 | 2 | 1 | 1 |
| CO3 | 2 | 2 | 2 | 2 | 2 |
| CO4 | 2 | 1 | 2 | 2 | 2 |
| CO5 | 3 | 3 | 3 | 2 | 2 |

Syllabus Content:

Module I 18 hours

Management - Introduction and Nature, Management Definitions By P. F. Drucker, Koontz O' Donnel, S. George; Management as an Art, Science and Profession; Distinction between Administration and Management; Importance & Functions of Management; Business Ownership - Basic Forms and Special forms of ownership - Franchising, Licensing, Leasing, Choosing a form of Business ownership.

Module II 26 hours

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

Module III 18 hours

Corporate Expansion - Mergers, Acquisitions, Diversification; Forward and Backward Integration, Joint ventures, Strategic Alliance; Planning - Overview, Types of Plans and the Planning Process; Decision making - Process, Types and Techniques; Control - Function, Process and Types.

Module IV 10 hours

Principles of Organizing, Common Organisational Structures; Decentralization - Factors affecting the extent of decentralization; Delegation - Process and Principles.

Module V 18 hours

Directing - Meaning & Importance; Leadership - Meaning & Styles; Motivation - Importance & Theories (Maslow, Herzberg. Mcgregor); Communication - Meaning, Objectives & Types; Coordination - Meaning, Principles and Techniques; Control - Meaning and Need, Steps in Controlling.

SEMESTER I

CORE COURSE

MS1B02B18 – ACCOUNTING - I

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: State accounting concepts and conventions

CO2: Prepare journal, ledger and trial balance of an organisation

CO3: Report the errors in the trial balance

CO4: Construct financial statements of an organisation

CO5: Calculate depreciation for fixed assets

CO6: Prepare bank reconciliation statement for businesses

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|---------|------|------|------|------|------|
| CO1 | 2 | 1 | 1 | 1 | 1 |
| CO2 | 2 | 1 | 1 | 3 | 1 |
| CO3 | 3 | 1 | 1 | 1 | 2 |
| CO4 | 2 | 2 | 2 | 2 | 2 |
| CO5 | 2 | 1 | 1 | 1 | 1 |
| CO6 | 2 | 2 | 2 | 1 | 2 |

Syllabus Content:

Module I (18 hours)

Introduction to Accounting, Need for Accounting, History and Development of Accounting, Definitions and Functions of Accounting, Book-keeping and Accounting, Is Accounting a Science or an Art?, End Users of Accounting Information, Accounting and Other Disciplines. Objectives of Accounting, Branches of Accounting. The Institute of Chartered Accountants of India, Accounting Principles and Conventions, International Financial Reporting Standards – Brief Overview only.

Module II (26 hours)

Introduction, Journal, Rules of Debit and Credit, Compound Journal Entry, Opening Entry, Ledger, Posting, Rules Regarding Posting, Use the Words "To" and "By", Advantages of Ledger. Trial balance, Errors of Omission, Errors of Principle, Rectification of Errors, Preparation of the Trial Balance, Preparation of the Final Accounts, Suspense Account, Methods of Preparing Trial Balance.

Module III (10 hours)

Income Statement/Profit and Loss account: Introduction, Trading account- Gross Profit, Non cash expenditures, Expenses, Profit and Loss account- Net profit, Bottom line, Accrual accounting. Balance Sheet: Introduction, Asset, Liabilities, Adjustments: outstanding incomes and expenses, depreciation adjustments, closing stock, prepaid incomes and expenses, Balance Sheet as an Indicator of Financial Position.

Module IV (10 hours)

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

Module V (26 hours)

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

SEMESTER I

CORE COURSE

MS1B03B18 – QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Summarize the data using statistical techniques

CO2: Apply probability techniques to business problems

CO3: Analyze project networks using network analysis techniques

CO4: Establish matrix operations in business scenario

CO5: Devise meaningful hypotheses testing

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|---------|------|------|------|------|------|
| CO1 | 2 | 2 | 2 | 2 | 2 |
| CO2 | 3 | 1 | 3 | 3 | 2 |
| CO3 | 2 | 2 | 2 | 2 | 3 |
| CO4 | 3 | 2 | 2 | 2 | 2 |
| CO5 | 2 | 2 | 2 | 2 | 3 |

Syllabus Content:

Module I (18 hours)

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

Module II (26 hours)

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

Module III (10 hours)

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

Module IV (10 hours)

Matrices – Types – Addition – Subtraction – Multiplication – Inverse – Determinant and solving systems of equations – Matrix Method & Determinant Method. Index Numbers: Meaning and significance, problems in construction of index numbers, methods of constructing index numbers-weighted and unweighted, Fishers Index number, Business applications of Index Numbers.

Module V (26 hours)

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

SEMESTER I

CORE COURSE

MS1B04B18 – MANAGERIAL ECONOMICS

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Illustrate the necessity and applicability of economic concepts in organisational context

CO2: Analyse market demand and supply to interpret forecasts that affect business

CO3: Interpret the relationship between Consumption Functions and Economies of Scale

CO4: Assess the impact of production functions towards maintaining equilibrium in market

CO5: Interpret different market structures and pricing decisions

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|---------|------|------|------|------|------|
| CO1 | 3 | 2 | 3 | 3 | 2 |
| CO2 | 2 | 1 | 2 | 2 | 3 |
| CO3 | 2 | 1 | 2 | 2 | 2 |
| CO4 | 2 | 3 | 2 | 2 | 2 |
| CO5 | 3 | 2 | 3 | 3 | 2 |

Syllabus Content:

Module I (12 hours)

Managerial Economics - Meaning, Definition, Features and Scope; 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 Behaviour - 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)

Consumption - meaning, features and Types; Theory of Consumption; Role of consumer under open and closed economy; Meaning of ICA properties - Consumer's Equilibrium - Concept of MRS, Substitution Effect, Income effect, Price effects; Concept of Engle's Law Theory of Cost and Break Even Analysis; Cost-output relations; Economies and Diseconomies of Scale.

Module IV (18 hours)

Meaning of Production Function - classification, fixed factors, variable factors; Law of Variable Proportion; Concept of Iso-quant and Iso-cost; Producer's Equilibrium; Managerial Equilibrium - MRTS, Optimal Combination; Economies of scale - meaning, Internal and External economies of scale; Supply - meaning, determinants and Law of supply; Cost - Meaning, concepts, Computation of costs.

Module V (18 hours)

Market Structure and Pricing Decisions: Revenue - Meaning, classification; Perfect competition - meaning, features, equilibrium price determination, simultaneous changes in demand and supply, importance of time element, Short run and Long run equilibrium, Imperfect competition; Monopoly - meaning, features, Short and Long run equilibrium; Price and output determination under Discriminating Monopoly; Oligopoly - meaning, features, kinds of demand curve; Duopoly - meaning and features.

SEMESTER II

| Course code | Course Title | Credit | Course Type |
|--------------------|---------------------------------|---------------|----------------------|
| EN2A03B18 | Issues that Matter | 4 | Common Course |
| MS2B05B18 | Organizational Behaviour | 4 | Core Course |
| MS2B06B18 | Business Communication | 4 | Core Course |
| MS2B07B18 | Accounting- II | 4 | Core Course |
| MS2B08B18 | International Business | 4 | Core Course |

SEMESTER II

CORE COURSE

MS02B05B18 - ORGANIZATIONAL BEHAVIOR

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Explain basic tools and concepts needed for organizational behaviour.

CO2: Describe complexities associated with individual behavior in the organization

CO3: Examine leadership theories to solve contemporary organisational issues

CO4: Prepare team management strategies to facilitate effective managerial decisions

CO5: Focus practices undertaken to effectively manage organizational culture and diversity

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|----------------|-------------|-------------|-------------|-------------|-------------|
| CO1 | 3 | 1 | 2 | 2 | 1 |
| CO2 | 2 | 2 | 3 | 1 | 2 |
| CO3 | 2 | 3 | 2 | 3 | 2 |
| CO4 | 1 | 3 | 3 | 2 | 2 |
| CO5 | 1 | 2 | 3 | 2 | 3 |

Syllabus 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, Vroom's 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.

SEMESTER II

CORE COURSE

MS2B06B18- BUSINESS COMMUNICATION

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Examine the barriers of communication process.

CO2: Describe different models of communication required in a business.

CO3: Identify different measures to improve Listening skills.

CO4: Illustrate various forms of business writing for different types of businesses

CO5: Employ different ways to improve Cross-Cultural Communication Skills at Workplace

Mapping of Course Outcomes with Program Specific Outcomes

| | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|------------|-------------|-------------|-------------|-------------|-------------|
| CO1 | 1 | 2 | 1 | 3 | 1 |
| CO2 | 2 | 1 | 1 | 3 | 2 |
| CO3 | 2 | 1 | 1 | 3 | 2 |
| CO4 | 2 | 1 | 1 | 3 | 2 |
| CO5 | 2 | 1 | 2 | 3 | 2 |

Syllabus Content

Module I - Communication in Business (18 hours)

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

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

Models of communication, Shannon's Model of the communication Process, Derivative Models of the Communication Process, New Model of the Communication Process, Defining Communication Theories Types of Communication: Verbal Communication, Nonverbal Communication, Types of Communication Based on Style and Purpose.

Module III – Listening Skills (10 hours)

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

Module IV - Business Correspondence (10 hours)

Communication in an Organization: Types of Communication Meetings, Memo, Circulars and Notices Business Correspondence: General Rules for All Business Correspondence, Guidelines for the Basic Cover Letter, Guidelines for Information Interviewing, Cover Letters, Networking Letters, Guidelines for Thank You Letters, Guidelines for Job Offer, Acceptance Letters, Guidelines for Letters Declining a Job Offer, Style in Business Correspondence – Report writing

Module V – Cross Cultural Communication (26 hours)

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

SEMESTER II

CORE COURSE

MS2B07B18- ACCOUNTING II

Credit: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Compare and contrast Management accounting, Cost accounting and Financial accounting. (Understanding)

CO2: Construct a cost sheet of an organisation. (Apply)

CO3: Calculate Break-even point and Margin of safety of an organisation. (Apply)

CO4: Prepare the budget of an organisation. (Apply)

CO5: Explain Standard costing. (Understanding)

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|----------------|-------------|-------------|-------------|-------------|-------------|
| CO1 | 2 | 1 | 1 | 1 | 1 |
| CO2 | 2 | 1 | 1 | 2 | 1 |
| CO3 | 2 | 1 | 1 | 2 | 2 |
| CO4 | 3 | 1 | 2 | 1 | 2 |
| CO5 | 2 | 1 | 1 | 1 | 2 |

Syllabus content

Module I (18 hours)

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

Module II (26 hours)

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

Module III (10 hours)

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

Module IV (10 hours)

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

Module V (26 hours)

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

SEMESTER II

CORE COURSE

MS2B08B18- INTERNATIONAL BUSINESS

Credit: 4

Total Lecture Hours: 90

Course Outcomes:

CO1 - Describe the environment of international trade and the theories that govern it. (Understand)

CO2 – Explain the forms of multinational enterprise and various market entry mode strategies. (Understand)

CO3 – Explain the role of international organisations in economic integration. (Understand)

CO4 – Examine the foreign exchange market mechanism and related concepts. (Apply)

CO5 – Observe emerging trends and developments in International Business. (Understand)

Mapping of Course Outcomes with Program Specific Outcomes

| | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|------------|-------------|-------------|-------------|-------------|-------------|
| CO1 | 3 | 2 | 3 | 2 | 1 |
| CO2 | 3 | 2 | 3 | 2 | 2 |
| CO3 | 2 | 2 | 3 | 2 | 1 |
| CO4 | 3 | 3 | 3 | 2 | 2 |
| CO5 | 3 | 3 | 3 | 2 | 3 |

Syllabus Content

Module I - Introduction to International Business Environment (18 hours)

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

Module II - Multinational Enterprises (18 hours)

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

Module III – International Organisations (18 hours)

Evolution, structure and functions of:

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

SEMESTER III

| Course Code | Course Title | Credits | Course Type |
|--------------------|--|----------------|--------------------|
| MS3C01B18 | Applied Macroeconomics | 4 | Complementary |
| MS3B09B18 | Human Resource Management | 4 | Core Course |
| MS3B10B18 | Marketing Management | 4 | Core Course |
| MS3B11B18 | Financial Management | 4 | Core Course |
| MS3BPRB18 | Personality Development and Communication Skills | 4 | Core Course |

SEMESTER III

COMPLEMENTARY COURSE

MS3C01B18: APPLIED MACROECONOMICS

Credit: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Analyse the various economic theories and policies. (Analysing)

CO2: Assess the different economic models and financial aspects. (Evaluate)

CO3: Classify the economic policies under macro-economic environment. (Analysing)

CO4: Examine the balance of payment approaches and business cycles. (Apply)

CO5: Understand the foreign trade market in global scenario. (Understand)

Mapping of Course Outcomes with Program Specific Outcomes

| | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|-----|------|------|------|------|------|
| CO1 | 3 | 1 | 2 | 3 | 3 |
| CO2 | 3 | 1 | 3 | 3 | 1 |
| CO3 | 2 | 1 | 3 | 1 | 1 |
| CO4 | 1 | 1 | 2 | 2 | 3 |
| CO5 | 3 | 1 | 3 | 2 | 3 |

Syllabus Content

Module I (18 hours)

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

Module II (16 hours)

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

Module III (20 hours)

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

Module IV (18 hours)

Meaning- Difference- Types - Component of BOP- Current and Capital Account – Unfavourable 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.

SEMESTER III

CORE COURSE

MS3B09B18 - HUMAN RESOURCE MANAGEMENT

Credit: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Describe basic concepts of Human Resource Management (Understand)

CO2: Identify the complexities associated with Human Resource Planning in organisations (Understand)

CO3: Illustrate the training and induction strategies used in organizations (Apply)

CO4: Determine Performance Appraisal and Compensation methods that facilitates effective managerial decisions (Apply)

CO5: Appraise HRM models undertaken globally to effectively manage talent in organisations (Evaluate)

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|----------------|-------------|-------------|-------------|-------------|-------------|
| CO1 | 3 | 1 | 2 | 1 | 2 |
| CO2 | 2 | 2 | 3 | 1 | 2 |
| CO3 | 3 | 2 | 3 | 2 | 3 |
| CO4 | 2 | 1 | 3 | 3 | 2 |

| | | | | | |
|-----|---|---|---|---|---|
| CO5 | 3 | 2 | 2 | 2 | 3 |
|-----|---|---|---|---|---|

Syllabus content

Module I (18 hours)

Meaning, definitions, objectives and importance of HRM, Functions of HRM – Managerial functions and Operative functions, Nature and Scope of HRM, HR Manager – Role, Qualification and Qualities.

Module II (26 hours)

Meaning and importance of Human Resource Planning, Benefits of Human Resource Planning, Meaning of Recruitment, Selection, Placement and Training, Methods of Recruitment and Selection, Uses of Tests in Selection, Problems involved in Placement.

Module III (10 hours)

Meaning of Training and Induction, Objective and Purpose of induction, Need for Training, Benefits of Training, Identification of Training Needs, Methods of Training, HRM Strategies - Human capital – Emotional Quotient –Mentoring.

Module IV (10 hours)

Meaning - Objectives of Performance Appraisal, 360-degree Appraisal, Other methods of Performance Appraisal and Limitations, Principles – Techniques of Wage Fixation, Job Evaluation, Compensation – Meaning, Objectives and Importance, Promotion and Transfers – Meaning, Purposes and Types, Promotion Policy, Bases of Promotion, Seniority v/s Merit Transfer, Need, Purposes, Types of Transfers, Demotion – Causes of Demotion.

Module V (26 hours)

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

SEMESTER III

CORE COURSE

MS3B10B18 MARKETING MANAGEMENT

Credit: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Trace the evolution of Marketing as a management discipline and practice. (Understand)

CO2: Identify possible sources of consumer insight (Remember)

CO3: Prepare Segmentation, Targeting and Positioning plans for offerings (Apply)

CO4: Develop Marketing mix for Products or brands (Create)

CO5: Review the use of digital tools in Marketing (Understand)

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|----------------|-------------|-------------|-------------|-------------|-------------|
| CO1 | 3 | 1 | 2 | 1 | 2 |
| CO2 | 2 | 1 | 3 | 1 | 2 |
| CO3 | 3 | 1 | 3 | 2 | 3 |
| CO4 | 2 | 1 | 3 | 1 | 2 |
| CO5 | 3 | 1 | 2 | 3 | 2 |

Syllabus Content

Module I (18 hours)

Introduction – Meaning, nature and scope of marketing management, evolution of marketing, objectives and importance of marketing management, marketing concepts. Consumer Needs, Wants, and Consumer Insights: Introduction, Needs and Wants, Using Needs/Wants Insight in Marketing, Consumer Insight, Possible Sources of Insights, Using Insights. Marketing Environment: Demographic, economic, political, legal, socio cultural, technological environment (Indian context)

Module II (26 hours)

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

Module III (10 hours)

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

Module IV (10 hours)

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

Module V (26 hours)

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

SEMESTER III

CORE COURSE

MS3B011B18 – FINANCIAL MANAGEMENT

Credit: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Identify the scope of financial management. (Understand)

CO2: Compute cost of capital. (Apply)

CO3: Evaluate different proposals for making better investment decisions. (Evaluate)

CO4: Discuss theories of dividend policy. (Understand)

CO5: Prepare a cash budget. (Apply)

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|----------------|-------------|-------------|-------------|-------------|-------------|
| CO1 | 3 | 1 | 2 | 2 | 1 |
| CO2 | 1 | 1 | 1 | 2 | 1 |
| CO3 | 3 | 1 | 1 | 3 | 3 |
| CO4 | 3 | 1 | 1 | 1 | 1 |

| | | | | | |
|------------|---|---|---|---|---|
| CO5 | 2 | 1 | 1 | 1 | 2 |
|------------|---|---|---|---|---|

Course Contents

Module I (26 hours)

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

Module II (18 hours)

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

Module III (10 hours)

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

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

Module IV (10 hours)

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

Module V (26 hours)

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

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

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

SEMESTER III

CORE COURSE

**MS3BPRB18 – PERSONALITY DEVELOPMENT AND COMMUNICATION
SKILLS**

Credit: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Identify individual strengths and weaknesses. (Understand)

CO2: Speak confidently in group and public. (Apply)

CO3: Develop engaging PowerPoint presentation and communicate effectively in office settings (Create)

CO4: Gather, organize and present findings using primary and secondary data. (Apply)

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|----------------|-------------|-------------|-------------|-------------|-------------|
| CO1 | 1 | 3 | 2 | 3 | 3 |
| CO2 | 1 | 3 | 2 | 3 | 1 |
| CO3 | 1 | 2 | 2 | 3 | 3 |
| CO4 | 3 | 2 | 2 | 3 | 3 |
| CO5 | 1 | 3 | 2 | 3 | 2 |

| | | | | | |
|------------|---|---|---|---|---|
| CO6 | 1 | 3 | 2 | 3 | 2 |
|------------|---|---|---|---|---|

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

SEMESTER IV

| Course Code | Course Title | Credits | Course Type |
|--------------------|------------------------------------|----------------|----------------------|
| MS4C02B18 | Entrepreneurship | 4 | Complementary Course |
| MS4C03B18 | EXIM Procedures and Documentation | 4 | Complementary Course |
| MS4C04B18 | Consumer Behavior | 4 | Complementary Course |
| MS4B12B18 | Business Research Methods | 4 | Core Course |
| MS4B13B18 | Financial Institutions and Markets | 4 | Core Course |

SEMESTER I V

COMPLEMENTARY COURSE

MS4C02B18– ENTREPRENEURSHIP

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Discuss the importance of entrepreneurship in the business scenario.

CO2: Develop business plans for organizations

CO3: Differentiate between the various types of social entrepreneurship

CO4: Examine the financial implications of businesses

CO5: Develop creative ideas using the creative thinking methods

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|------------|------|------|------|------|------|
| CO1 | 2 | 1 | 1 | 1 | 1 |
| CO2 | 3 | 1 | 3 | 1 | 2 |
| CO3 | 1 | 1 | 2 | 1 | 1 |
| CO4 | 2 | 1 | 2 | 1 | 1 |
| CO5 | 3 | 1 | 3 | 1 | 1 |

Syllabus Content

Module I

(10 hours)

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

Module II

(18 hours)

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

Module III

(18 hours)

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

Module IV

(18 hours)

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

Module V

(18 hours)

Creativity and Creative Thinking, Designing Creative Organizational Cultures, Entrepreneurship and Creativity, Creativity Strategies: Brainstorming, Reverse Brainstorming, Lateral Thinking, Random thinking, Analogy Technique, Forced Analogy, Mind Mapping, Lotus Blossom Technique, Metaphorical Thinking, Synectics, Storyboarding, Discontinuity Technique, Assumption Smashing, Escapism Technique, Idea Checklist, Attribute Listing, Morphological Charts

SEMESTER I V

COMPLEMENTARY COURSE

MS4C03B18– EXIM PROCEDURES AND DOCUMENTATION

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Describe basic concepts of Export Import Management

CO2: Identify complexities associated with Export Import Documentation and Procedures

CO3: Determine legal framework of Foreign Trade Policy by EXIM business owners for smooth operations

CO4: Interpret Pre-shipment and Post-shipment Finance procedures that facilitates effective business decisions

CO5: Appraise Risk and Insurance models undertaken globally to effectively manage Exports and Imports

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|------------|------|------|------|------|------|
| CO1 | 2 | 1 | 2 | 1 | 1 |
| CO2 | 2 | 1 | 2 | 1 | 1 |
| CO3 | 1 | 1 | 2 | 1 | 1 |
| CO4 | 1 | 1 | 3 | 1 | 1 |
| CO5 | 1 | 1 | 3 | 1 | 1 |

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

SEMESTER I V

COMPLEMENTARY COURSE

MS4C04B18– CONSUMER BEHAVIOR

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Describe the importance of Consumer Behaviour as a field of study in Marketing decision making

CO2: Apply the theories of personality and learning in marketing situations

CO3: Discuss the different theories of consumer perception and attitude

CO4: Analyze the role of culture and its elements in consumer behaviour

CO5: Discuss the models of consumer behaviour and their application in business setting

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|---------|------|------|------|------|------|
| CO1 | 2 | 1 | 1 | 1 | 1 |
| CO2 | 3 | 1 | 1 | 1 | 1 |
| CO3 | 1 | 1 | 1 | 1 | 1 |
| CO4 | 2 | 1 | 2 | 1 | 1 |
| CO5 | 1 | 1 | 2 | 1 | 1 |

Syllabus Content

Module I

(18 hours)

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

Module II

(18 hours)

Personality & Consumer Behaviour: Importance of personality, theories of personality- Freudian theory, Jungian theory, Neo-Freudian theory, Trait theory: Theory of self- images; Role of self-consciousness. Learning Theories and their application in Consumer Behavior – Conditioning theories – Cognitive learning theories

Module III

(18 hours)

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception: Perceptual Process: selection, organization & interpretation. Consumer Attitudes: Formation of attitudes, functions performed by attitudes, models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model: attribution theory.

Module IV

(18 hours)

Group Dynamics & consumer reference groups: Different types of reference groups, factors affecting reference group influence, reference group influence on products & brands, application of reference groups. Family & Consumer Behaviour: Consumer socialisation process, consumer roles within a family, purchase influences and role played by children, family life cycle. Social Class & Consumer behaviour: Determinants of social class, measuring & characteristics of social class. Culture & Consumer Behaviour: Characteristics of culture, core values held by society & their influence on consumer behaviour, introduction to sub-cultural & cross-cultural influences.

Module V

(18 hours)

Diffusion of Innovation: Definition of innovation, product characteristics influencing diffusion, resistance to innovation, adoption process. Consumer Decision making process: Process- problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, Lexicographic rule, affect referral, disjunctive rule), post- purchase evaluation; Situational Influences Models of Consumer Decision making: Nicosia Model, Howard-Sheth Model, Howard- Sheth Family Decision Making Model.

SEMESTER IV

CORE COURSE

MS4B12B18– BUSINESS RESEARCH METHODS

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Describe market research and the different parties involved in the market research process

CO2: Summarize the steps in Market research process

CO3: Differentiate between the different types of research designs and their tools

CO4: Develop and present research reports using the different research methods

CO5: Identify the trends in market research

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|------------|------|------|------|------|------|
| CO1 | 1 | 1 | 2 | 1 | 2 |
| CO2 | 1 | 1 | 2 | 1 | 2 |
| CO3 | 1 | 1 | 3 | 1 | 3 |
| CO4 | 1 | 1 | 1 | 3 | 3 |
| CO5 | 2 | 1 | 2 | 1 | 2 |

Syllabus Content

Module I **18 hours**

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

Module II **26 hours**

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

Module III **10 hours**

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

Module IV **10 hours**

Tabulation, Coding Data, Report writing. Data Analysis: Introduction to theoretical concept of Z test, t- test, ANOVA, Factor Analysis, Correlation and Regression, Discriminant Analysis. Module V 26 hours Identifying Consumer Insights, Developing an Insight, Possible Sources of Insights, The Role of an Insight in Product Development and Marketing, New Trends in Marketing Research

SEMESTER I V

CORE COURSE

MS4B13B18– FINANCIAL INSTITUTIONS AND MARKETS

Credits: 4

Total Lecture Hours: 90

Course Outcomes:

CO1: Explain the components of Indian financial system.

CO2: Differentiate primary market and secondary market.

CO3: Identify some International Stock Exchanges.

CO4: Illustrate the trading on stock exchanges.

CO5: Discuss money market instruments.

Mapping of Course Outcomes with Program Specific Outcomes

| Mapping | PSO1 | PSO2 | PSO3 | PSO4 | PSO5 |
|------------|------|------|------|------|------|
| CO1 | 3 | 1 | 2 | 1 | 1 |
| CO2 | 2 | 1 | 2 | 1 | 1 |
| CO3 | 1 | 1 | 1 | 1 | 1 |
| CO4 | 1 | 1 | 2 | 2 | 1 |
| CO5 | 1 | 1 | 1 | 1 | 1 |

Syllabus Content

Module I (18 hours)

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

Module II (18 hours)

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

Module III (18 hours)

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

Module IV (18 hours)

Secondary Market in India – Primary Market vs secondary market Speculators: Bulls and Bears in Stock Market Factors influencing the movement of stock markets, Trading of securities on a stock exchange; Selection of broker, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Settlement mechanism at BSE & NSE

Module V (18 hours)

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