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**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)

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**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**

| <b>Course Code</b> | <b>Course Title</b>                    | <b>Credits</b> | <b>Course Type</b> |
|--------------------|--|----------------|--------------------|
| 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     |
|------------|----------|----------|----------|----------|----------|
| <b>CO1</b> | <b>1</b> | <b>1</b> | <b>1</b> | <b>2</b> | <b>1</b> |
| <b>CO2</b> | <b>1</b> | <b>1</b> | <b>1</b> | <b>2</b> | <b>1</b> |
| <b>CO3</b> | <b>1</b> | <b>2</b> | <b>1</b> | <b>2</b> | <b>1</b> |
| <b>CO4</b> | <b>1</b> | <b>1</b> | <b>1</b> | <b>2</b> | <b>1</b> |
| <b>CO5</b> | <b>1</b> | <b>1</b> | <b>1</b> | <b>2</b> | <b>1</b> |

## 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     |
|------------|----------|----------|----------|----------|----------|
| <b>CO1</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>1</b> |
| <b>CO2</b> | <b>2</b> | <b>1</b> | <b>2</b> | <b>1</b> | <b>1</b> |
| <b>CO3</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>2</b> | <b>2</b> |
| <b>CO4</b> | <b>2</b> | <b>1</b> | <b>2</b> | <b>2</b> | <b>2</b> |
| <b>CO5</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>2</b> | <b>2</b> |

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**

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

**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**

|            | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> | <b>PSO5</b> |
|------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO1</b> | <b>1</b>    | <b>2</b>    | <b>1</b>    | <b>3</b>    | <b>1</b>    |
| <b>CO2</b> | <b>2</b>    | <b>1</b>    | <b>1</b>    | <b>3</b>    | <b>2</b>    |
| <b>CO3</b> | <b>2</b>    | <b>1</b>    | <b>1</b>    | <b>3</b>    | <b>2</b>    |
| <b>CO4</b> | <b>2</b>    | <b>1</b>    | <b>1</b>    | <b>3</b>    | <b>2</b>    |
| <b>CO5</b> | <b>2</b>    | <b>1</b>    | <b>2</b>    | <b>3</b>    | <b>2</b>    |

## **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**

|            | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> | <b>PSO5</b> |
|------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO1</b> | <b>3</b>    | <b>2</b>    | <b>3</b>    | <b>2</b>    | <b>1</b>    |
| <b>CO2</b> | <b>3</b>    | <b>2</b>    | <b>3</b>    | <b>2</b>    | <b>2</b>    |
| <b>CO3</b> | <b>2</b>    | <b>2</b>    | <b>3</b>    | <b>2</b>    | <b>1</b>    |
| <b>CO4</b> | <b>3</b>    | <b>3</b>    | <b>3</b>    | <b>2</b>    | <b>2</b>    |
| <b>CO5</b> | <b>3</b>    | <b>3</b>    | <b>3</b>    | <b>2</b>    | <b>3</b>    |

**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**

| <b>Course Code</b> | <b>Course Title</b>                              | <b>Credits</b> | <b>Course Type</b> |
|--------------------|--|----------------|--------------------|
| 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 1 (18 hours)**

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

### **Module II (16 hours)**

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

### **Module III (20 hours)**

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

| <b>Mapping</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> | <b>PSO5</b> |
|----------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO1</b>     | 3           | 1           | 2           | 1           | 2           |
| <b>CO2</b>     | 2           | 2           | 3           | 1           | 2           |
| <b>CO3</b>     | 3           | 2           | 3           | 2           | 3           |
| <b>CO4</b>     | 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**

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

|            |   |   |   |   |   |
|------------|---|---|---|---|---|
| <b>CO5</b> | 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, Profitability 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**

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

|            |   |   |   |   |   |
|------------|---|---|---|---|---|
| <b>CO6</b> | 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  
Interpersonal Effectiveness – Transaction Analysis

**SEMESTER IV**

| <b>Course Code</b> | <b>Course Title</b>                | <b>Credits</b> | <b>Course Type</b>   |
|--------------------|------------------------------------|----------------|----------------------|
| 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 |
|------------|------|------|------|------|------|
| <b>CO1</b> | 2    | 1    | 1    | 1    | 1    |
| <b>CO2</b> | 3    | 1    | 3    | 1    | 2    |
| <b>CO3</b> | 1    | 1    | 2    | 1    | 1    |
| <b>CO4</b> | 2    | 1    | 2    | 1    | 1    |
| <b>CO5</b> | 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 |
|------------|------|------|------|------|------|
| <b>CO1</b> | 2    | 1    | 2    | 1    | 1    |
| <b>CO2</b> | 2    | 1    | 2    | 1    | 1    |
| <b>CO3</b> | 1    | 1    | 2    | 1    | 1    |
| <b>CO4</b> | 1    | 1    | 3    | 1    | 1    |
| <b>CO5</b> | 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     |
|------------|----------|----------|----------|----------|----------|
| <b>CO1</b> | <b>2</b> | <b>1</b> | <b>1</b> | <b>1</b> | <b>1</b> |
| <b>CO2</b> | <b>3</b> | <b>1</b> | <b>1</b> | <b>1</b> | <b>1</b> |
| <b>CO3</b> | <b>1</b> | <b>1</b> | <b>1</b> | <b>1</b> | <b>1</b> |
| <b>CO4</b> | <b>2</b> | <b>1</b> | <b>2</b> | <b>1</b> | <b>1</b> |
| <b>CO5</b> | <b>1</b> | <b>1</b> | <b>2</b> | <b>1</b> | <b>1</b> |



## **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 |
|------------|------|------|------|------|------|
| <b>CO1</b> | 1    | 1    | 2    | 1    | 2    |
| <b>CO2</b> | 1    | 1    | 2    | 1    | 2    |
| <b>CO3</b> | 1    | 1    | 3    | 1    | 3    |
| <b>CO4</b> | 1    | 1    | 1    | 3    | 3    |
| <b>CO5</b> | 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 |
|------------|------|------|------|------|------|
| <b>CO1</b> | 3    | 1    | 2    | 1    | 1    |
| <b>CO2</b> | 2    | 1    | 2    | 1    | 1    |
| <b>CO3</b> | 1    | 1    | 1    | 1    | 1    |
| <b>CO4</b> | 1    | 1    | 2    | 2    | 1    |
| <b>CO5</b> | 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.

**Semester V**

| <b>Course Type</b>     | <b>Course Code</b> | <b>Course Title</b>                           | <b>Credits</b> |
|------------------------|--------------------|---|----------------|
| Complementary          | MS5C05B18          | Business Information System                   | 3              |
|                        | MS5C06B18          | Business Ethics and CSR                       | 2              |
| Core                   | MS5B14B18          | Environment Science and Human Rights          | 4              |
| Choice Based Core - I  | MS5B15B18          | Services Marketing                            | 4              |
|                        | MS5B16B18          | Salesmanship                                  | 4              |
| Choice Based Core - II | MS5B17B18          | Fundamentals of Foreign Trade                 | 4              |
|                        | MS5B18B18          | International Accounting and Reporting System | 4              |
| Open Course            | MS5D01B18          | Branding, Innovation and Creativity           | 3              |

**SEMESTER V**  
**COMPLEMENTARY COURSE**  
**MS5C05B18 - BUSINESS INFORMATION SYSTEM**

**Credits: 4**

**Total Lecture Hours: 72**

**Course Outcomes**

**CO1** Review the basic concepts of MS Excel.

**CO2** Describe important MS Excel functions

**CO3** Enumerate the different custom cell formatting options, Protection and Validation available in MS Excel.

**CO4** Interpret conditional formatting, sorting , filtering, tables and styles options in MS Excel.

**CO5** Prepare pivot tables and different types of charts in MS Excel.

**Mapping of Course Outcomes with Program Specific Outcomes**

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

**Syllabus content:**

**Module I**

**(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 II** (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 III** (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 IV** (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 V** (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.

**SEMESTER V**  
**COMPLEMENTARY COURSE**  
**MS5C06B18 - BUSINESS ETHICS AND CSR**

**Credits: 4**

**Total Lecture Hours: 72**

**COURSE OUTCOMES:**

- CO1 Identify the major ethical issues in business
- CO2 Trace the historical evolution of ethical principles and practices
- CO3 Describe basic concepts of Business Ethics and Values
- CO4 Classify types of board members and various critical Corporate Governance compliance measures
- CO5 Apply the foundational concepts, scope and importance of organizational CSR.

**Mapping of Course Outcomes with Program Specific Outcomes**

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

**Syllabus content**

**Module I (15 hours)**

Business Ethics: Meaning of ethics, why ethical problems occur in business. Ethical principles in business: Utilitarianism: weighing social cost and benefits, Rights and duties, Justice and fairness, ethics of care, Integrating utility, rights, justice and caring, An alternative to moral

principles: virtue ethics, Moral issues in business: Workers and employee rights and responsibilities, Profit maximization vs. social responsibility.

**Module II (15 hours)**

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

**Module III (15 hours)**

Corporate governance: concept, Need to improve corporate governance standards, Features of good governance, Role played by regulators to improve corporate governance, accounting standards and corporate governance, corporate disclosure, insider trading. The Board –Quality, Composition and role of Board, Outside Directors on the board (independent, nominee), Executive and Non-Executive directors, SEBI clause 49, directors and financial institutions in enhancing corporate governance, critical issues in governance of board directors, CEO Duality.

**Module IV (15 hours)**

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

**Module V (12 hours)**

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

**SEMESTER V**

**CORE COURSE**

**MS5B14B18 - ENVIRONMENT SCIENCE AND HUMAN RIGHTS**

**Credits: 4**

**Total Lecture Hours: 90**

**COURSE OUTCOME:**

**CO1:** Describe concept of environment and its resources.

**CO2:** Examine biodiversity and conservation of the environment and pollution.

**CO3:** Explain the importance of sustainable business practices.

**CO4:** Examine green entrepreneurship and its importance in sustainable business practices

**CO5:** Critically examine human rights issues

**Mapping of Course Outcomes with Program Specific Outcomes**

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

**Syllabus Content**

**Module I (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 over water, dams-benefits and problems.
- c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources: case studies.
- d) Food resources: World food problems - changes caused by agriculture and overgrazing effects of modern agriculture – fertilizer & pesticide problems– water logging – salinity: case studies.
- e) Energy resources: Growing energy needs - renewable and non renewable energy sources use of alternate energy sources: case studies.
- f) Land resources: Land as a resource- land degradation - man induced landslides–soil erosion and desertification. Role of individuals 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 II (26 hours)**

Unit 1: Biodiversity and its conservation - Introduction - Bio-geographical classification of India

Value of biodiversity: consumptive use, productive use, social, ethical, aesthetic and option values, India as a mega-diversity nation, Hot-spots of biodiversity, Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts, Endangered and endemic species of India.

Unit 2: Environmental Pollution: Definition - Causes, effects and control measures of: Air pollution- Water pollution - Soil pollution - Marine pollution – Noise pollution- Thermal pollution - Nuclear hazards, Solid Waste Management: Causes, effects and control measures of urban and industrial wastes, Role of an individual in prevention of pollution- Pollution case studies, Disaster management: floods, earthquake, cyclone and landslides.

Unit 3: Social Issues and the Environment: Urban problems related to energy- Water conservation, rain water harvesting, watershed management, Resettlement and rehabilitation of people: its problems and concerns: case studies, Environmental ethics: Issues and possible

solutions, Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust: case studies - Consumerism and waste products, Environment Protection Act - Air (Prevention and Control of Pollution) Act- Water (Prevention and control of Pollution) Act- Wildlife Protection Act-Forest Conservation Act Issues involved in enforcement of environmental legislation- Public awareness.

**Module III (10 hours)**

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

**Module IV (10 hours)**

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

**Module V (26 hours)**

Unit 1: Human Rights: An Introduction to Human Rights: Meaning, concept and development- Three Generations of Human Rights (Civil and Political Rights, Economic, Social and Cultural Rights).

Unit 2: Human Rights and United Nations: Contributions, main human rights related organs - UNESCO, UNICEF, WHO, ILO, Declarations for women and children, Universal Declaration of Human Rights, Human Rights in India –Fundamental rights and Indian Constitution, Rights for children and women, Scheduled Castes, Scheduled Tribes, Other Backward Castes and Minorities.

Unit 3: Environment and Human Rights: Right to Clean Environment and Public Safety, Issues of Industrial Pollution- Prevention, Rehabilitation and Safety Aspect of New Technologies such as Chemical and Nuclear Technologies -Issues of Waste Disposal Protection of Environment Conservation of natural resources and human rights: Reports, Case studies and policy formulation, Conservation issues of Western Ghats: Mention Gadgil committee report, KasturiRangan report, Over-exploitation of ground water resources, marine fisheries, sand mining, etc.

**SEMESTER V**  
**CHOICE BASED CORE - I COURSE**  
**MS5B15B18 - SERVICES MARKETING**

**Credits: 4**

**Total Lecture Hours: 72**

**COURSE OUTCOMES**

**CO1** Discuss the emergence of the service economy with special reference to India

**CO2** Differentiate between Products and Services in terms of the Marketing Mix elements

**CO3** Develop Blueprints to track the process elements of service organizations

**CO4** Illustrate the service quality gaps model and ServQual Model

**Mapping of Course Outcomes with Program Specific Outcomes**

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

**Syllabus Content:**

**Module I (12 hours)**

The emergence of the 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**

**(15 hours)**

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 lifetime value Service industries: insurance, banking, air transportation, courier, education  
etc.



**SEMESTER V**  
**CHOICE BASED COURSE**  
**MS5B16B18 - SALESMANSHIP**

**Credits: 4**

**Total Lecture Hours: 72**

**COURSE OUTCOMES:**

**CO1** Identify theories of personal selling

**CO2** Illustrate the steps in personal selling

**CO3** Identify the role of salesforce in Management

**CO4** Identify the procedure for sales force territory set up

**Mapping of Course Outcomes with Program Specific Outcomes**

| <b>Mapping</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> | <b>PSO5</b> |
|----------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO1</b>     | 2           | 2           | 2           | 1           | 1           |
| <b>CO2</b>     | 2           | 3           | 2           | 1           | 1           |
| <b>CO3</b>     | 2           | 3           | 2           | 1           | 1           |
| <b>CO4</b>     | 2           | 2           | 2           | 1           | 1           |

**Module II** (12 hours)

Introduction to Personal Selling; functions of a sales person, qualities of an effective Sales Person; Personal Selling situations.

**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.

**SEMESTER V**

**CHOICE BASED CORE COURSE II**

**MS5B17B18 - FUNDAMENTALS OF FOREIGN TRADE**

**Credits: 4**

**Total Lecture Hours: 72**

**COURSE OUTCOMES:**

**CO1** : Interpret major trends in international trade with a comparative study on a national basis.

**CO2** : Categorize business undertaken in multiple countries.

**CO3** : Examine Global Institutional Structure and relate its functions

**CO4**: Review India's industrialization strategy and trade on economic strategies and issues.

**CO5** : Validate trade strategy and policy of large countries in comparison to India.

**Mapping of Course Outcomes with Program Specific Outcomes**

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

**Syllabus 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 Blocs and Trade Agreements, ASEAN (Association of SouthEast Asian Nations).

**Module IV (15 hours)**

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

**Module V (15 hours)**

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

**SEMESTER V**

**CHOICE BASED CORE COURSE II**

**MS5B18B18- INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM**

**Credits: 4**

**Total Lecture Hours: 72**

**COURSE OUTCOME:**

**CO1** : Identify the different global accounting standards

**CO2** : Critically assess International Accounting Standards Committee

**CO3** : Present the objectives and uses of International Financial Reporting Standards

**CO4:** Compare the accounting perspectives globally

**Mapping of Course Outcomes with Program Specific Outcomes**

| <b>Mapping</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> | <b>PSO5</b> |
|----------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO1</b>     | 1           | 1           | 2           | 1           | 1           |
| <b>CO2</b>     | 3           | 1           | 3           | 1           | 1           |
| <b>CO3</b>     | 2           | 1           | 1           | 1           | 1           |
| <b>CO4</b>     | 2           | 1           | 2           | 1           | 1           |

**Syllabus Content**

**Module I**

**(12 Hours)**

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

**Module II**

**(15 hours)**

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

**Module III**

**(15 hours)**

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

IASB.

**Module IV**

**(15 hours)**

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

**Module V**

**(15 hours)**

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

**SEMESTER V**  
**OPEN COURSE**

**MS5D01B18- BRANDING, INNOVATION AND CREATIVITY**

**Credits: 3**

**Total Lecture Hours: 72**

**COURSE OUTCOMES:**

**CO1 :** Discuss branding and brand positioning with practical examples

**CO2 :** Explain innovation and its strategic business application

**CO3 :** Choose appropriate creative thinking and decision making methods on different personal and business situations

**Syllabus Content**

**Module I (12 hours)**

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

**Module II (15hours)**

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

**Module III (15 hours)**

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

**Module IV (15 hours)**

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

**Module V (15hours)**

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



**SEMESTER VI**

| <b>Course Type</b>        | <b>Course Code</b> | <b>Course Title</b>                                       | <b>Credits</b> |
|---------------------------|--------------------|---|----------------|
| Complementary             | MS6C07B18          | Business Law  | 4              |
| Core                      | MS6B19B18          | Business Strategy   | 4              |
| Choice Based<br>Core - I  | MS6B20B18          | Transnational and Cross Cultural<br>Marketing             | 4              |
|                           | MS6B21B18          | Advertising Management                                    | 4              |
| Choice Based<br>Core - II | MS6B22B18          | Multinational Business Finance                            | 4              |
|                           | MS6B23B18          | International Distribution and Supply<br>Chain Management | 4              |
| Core - Project            | MS6BPRB18          | Project Work  | 4              |

**SEMESTER VI**  
**COMPLEMENTARY COURSE**  
**MS6C07B18 - BUSINESS LAW**

**Credits: 4**

**Total Lecture Hours: 90**

**COURSE OUTCOMES**

**CO1** Describe Indian contract law and its elements.

**CO2** Generalize on the company law, shares, debentures and dividends.

**CO3** Differentiate the limited liability partnership act, 2008 and partnership.

**CO4** Classify the sale of goods act 1930

**CO5** Explain Information Technology Act, 2000

**Mapping of Course Outcomes with Program Specific Outcomes**

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

**SYLLABUS CONTENT:**

**Module I**

**(15 hours)**

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

contract, quasi contract. Contract of Indemnity and Guarantee. Contract of Bailment. Contract of Agency.

**Module II (18 hours)**

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

**Module III (10 hours)**

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

**Module IV (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 (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.

**SEMESTER VI**  
**CORE COURSE**  
**MS6B19B18 - BUSINESS STRATEGY**

**Credits: 4**

**Total Lecture Hours: 90**

**COURSE OUTCOMES**

**CO1** Describe fundamental concepts of business strategy

**CO2** Explain impact of strategy on business environment

**CO3** Appraise business strategies specific to organisational levels

**CO4** Determine different strategic framework for business situations

**CO5** Apply strategic implementation tactics and control measures in International business scenario

**Mapping of Course Outcomes with Program Specific Outcomes**

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

**SYLLABUS CONTENT:**

**Module 1**

**(18 hours)**

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

**Module II**

**(18 hours)**

Company's vision and mission: need for a mission statement, criteria for evaluating a mission statement- Goal, Process & Input formulation of the mission statement - Drucker's Performance Area, Bennis's Core Problem; formulation of mission statement Environmental Analysis & Diagnosis: Analysis of company's external environment -Porter's 5 Forces model; Internal analysis: Importance of organisation's capabilities, competitive advantage and core competence, Michael E. Porter's Value Chain Analysis.

### **Module III**

**(18 hours)**

Corporate-Level Strategies: Introduction, Strategic Alternatives and Reasons for -Adopting Them, Concentration Strategies, Integration Strategies, Diversification Strategies – Business-Level Strategies: Introduction, Factors that Determine Choice of Competitive Strategy, Generic Business Strategies, Cost Leadership, Differentiation, Focus Functional Strategies: Introduction, Concept of Core Competencies, Production Strategy, Research and Development Strategy, Human Resource Strategy.

### **Module IV**

**(18 hours)**

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

### **Module V**

**(18 hours)**

Introduction, Structure and Strategy, Interaction between Structure and Strategy - Introduction, Strategic Evaluation, Strategic Control, Operational Control, Process of Operational Evaluation, Evaluation Techniques for Operational Control, Strategic Control Versus Operational Control Culture and Strategic Leadership: Implementing & operationalizing strategic choice, Impact of structure, culture & leadership, Strategies in the Global Environment: Introduction, International Strategies, Types of International Strategies, Strategic Decisions in Internationalization, Advantages and Disadvantages of Internationalization, Cooperative Strategies, Joint Venture Strategies, Strategic Alliances.

**SEMESTER VI**

**CHOICE BASED CORE - I COURSE**

**MS6B20B18 - TRANSNATIONAL AND CROSS CULTURAL MARKETING**

**Credits: 4**

**Total Lecture Hours: 90**

**COURSE OUTCOMES**

**CO1** Explain the concept of globalization

**CO2** Discuss the use of global market research in developing adequate marketing strategies

**CO3** Develop Global Strategies for Brands

**CO4** Identify the pricing strategies in global business

**CO5** Associate promotion decisions pertaining to global business and international marketing

**Mapping of Course Outcomes with Program Specific Outcomes**

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

**SYLLABUS CONTENT:**

**Module 1**

**(18 hours)**

Global Marketing, the scope and challenge of international marketing, the Global Manager, importance of Global Markets, development of Global Marketing. Cultural and social forces,

definition of culture, cultural values, language and communication. Cultural differences. Impact of social and cultural environment on marketing industrial and consumer products.

**Module II (26 hours)**

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

**Module III (10 hours)**

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

**Module IV (10 hours)**

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

**Module V (26 hours)**

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

**SEMESTER VI**  
**CHOICE BASED CORE COURSE**  
**MS6B21B18 - ADVERTISING MANAGEMENT**

**Credits: 4**

**Total Lecture Hours: 90**

**COURSE OUTCOMES**

**CO1** Discuss the meaning and types of advertisements

**CO2** Develop advertisements using the specific layouts for different media

**CO3** Identify appropriate media decisions based on the kind of advertisements

**CO4** Develop advertising solutions to specific scenarios

**Mapping of Course Outcomes with Program Specific Outcomes**

| <b>Mapping</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> | <b>PSO5</b> |
|----------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO1</b>     | 2           | 1           | 1           | 2           | 1           |
| <b>CO2</b>     | 3           | 1           | 1           | 2           | 1           |
| <b>CO3</b>     | 3           | 1           | 1           | 2           | 1           |
| <b>CO4</b>     | 3           | 1           | 1           | 2           | 1           |

**SYLLABUS CONTENT:**

**Module 1**

**(18 hours)**

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

**Module II**

**(26 hours)**



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

**Module III (10 hours)**

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

**Module IV (26 hours)**

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

**Module V (10 hours)**

Applied case Studies

**SEMESTER VI**

**CHOICE BASED CORE - II COURSE**

**MS6B22B18 - MULTINATIONAL BUSINESS FINANCE**

**Credits: 4**

**Total Lecture Hours: 90**

**COURSE OUTCOMES**

**CO1** Review on the motivations for International finance

**CO2** Generalize on the International Monetary System and its implications for Indian banking, International Financial Institutions.

**CO3** Recognize the Foreign Exchange Markets and relate its functions

**CO4** Examine the problems and issues in foreign investment analysis.

**CO5** Analyze the impact of FII investment.

**Mapping of Course Outcomes with Program Specific Outcomes**

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

**SYLLABUS CONTENT:**

**Module 1**

**(18 hours)**

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**  
**CHOICE BASED CORE - II COURSE**  
**MS6B23B18 - INTERNATIONAL DISTRIBUTION AND SUPPLY CHAIN**  
**MANAGEMENT**

**Credits: 4**

**Total Lecture Hours: 90**

**Course Outcomes**

**CO1** Discuss the rationale for marketing channel structures

**CO2** Discuss the concept of distribution for businesses

**CO3** Develop a Supply Chain structure for the organization

**CO4** Discuss the concept of third party and fourth party logistics

**Mapping of Course Outcomes with Program Specific Outcomes**

| <b>Mapping</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> | <b>PSO5</b> |
|----------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO1</b>     | 2           | 1           | 2           | 1           | 1           |
| <b>CO2</b>     | 2           | 1           | 2           | 1           | 1           |
| <b>CO3</b>     | 3           | 1           | 3           | 1           | 1           |
| <b>CO4</b>     | 2           | 1           | 2           | 1           | 1           |

**SYLLABUS CONTENT:**

**Module 1** **(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.

**SEMESTER VI**  
**CORE - PROJECT COURSE**  
**MS6BPRB18 - PROJECT WORK**

**Credits: 4**

**Total Lecture Hours: 90**

**COURSE OUTCOMES**

**CO1** Develop a research plan based on an identified business/social problem

**CO2** Analyze the collected data using statistical tools

**CO3** Present and report the findings

**Mapping of Course Outcomes with Program Specific Outcomes**

| <b>Mapping</b> | <b>PSO1</b> | <b>PSO2</b> | <b>PSO3</b> | <b>PSO4</b> | <b>PSO5</b> |
|----------------|-------------|-------------|-------------|-------------|-------------|
| <b>CO1</b>     | 3           | 1           | 2           | 1           | 3           |
| <b>CO2</b>     | 1           | 1           | 2           | 1           | 3           |
| <b>CO3</b>     | 3           | 1           | 2           | 3           | 3           |