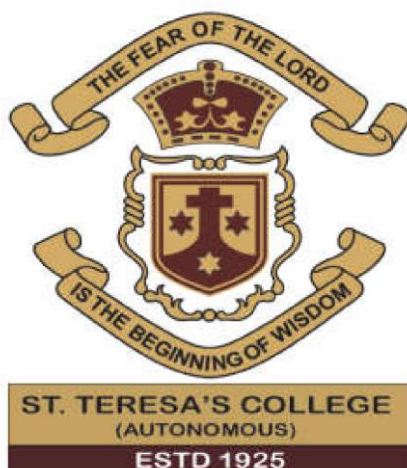


**ST.TERESA'S COLLEGE (AUTONOMOUS),  
ERNAKULAM**

**Affiliated to Mahatma Gandhi University, Kottayam**



**CURRICULUM AND SYLLABI FOR THE PROGRAMME  
BACHELOR OF MANAGEMENT STUDIES  
(INTERNATIONAL BUSINESS)**

**Program Code: BMS**

**Under Choice Based Credit and Semester System  
(2023 Admission Onwards)**

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6	Alumni representative	Dr. Asha E. Thomas	Member	Assistant Professor Department of Commerce St. Pauls College, Kalamaserry

## **Preface**

The curriculum, which encompasses the totality of student experience, should ensure a collective and dedicated effort to birth an inspiring academic culture in a campus. It is this vision of quality knowledge, its production and transmission, that has fueled the Teresian quest for essential and elemental student development. St. Teresa's College has taken meticulous care in the conception of the new well-balanced curriculum by retaining the fundamental prerequisites mentioned by the University/Higher Education Council. With the constraints of a prescribed syllabus in mind, we have created an academic sanctuary, where a deeper access to knowledge is achievable to students and teachers as well.

The Syllabus restructuring of 2023 instigates opportunities of real-world learning to equip a modern scholar with the practicality of experience. As an autonomous institution under Mahatma Gandhi University, St. Teresa's College offers a significant number of Programmes with definite placement windows to the learners. Student knowledge and training across a range of subject areas is efficiently enriched by engaging them in work-based learning, as provided by the revised and restructured curriculum.

The indefatigable effort taken by the teachers in developing Programmes and Course outcomes is commendable. The blossoming of the cognitive and intellectual skills of the scholars, the initiation of a research mentality, and pragmatic skill sets to venture out confidently into a professional space, are the core off-shoots that are anticipated. The curriculum should equip the students to be educators themselves, with a voice that echoes global effectiveness.

I congratulate the efforts taken by the Principal Dr. Alphonsa Vijaya Joseph and her team for restructuring the syllabus in keeping with the latest demands in academia. We trust that the syllabus will transform minds to embark upon higher academic summits and thereby mould learners who will make significant contributions to the world. We look forward to sharing the outcomes of our restructured curriculum and the positive changes that would reshape the academic lives of all our scholars.

Dr. Sr. Vinitha CSST

Manager

## **FOREWORD**

The most significant characteristic of an autonomous college is its commitment to curriculum renewal or revision. Academic autonomy has granted the college the freedom to fine tune the syllabus keeping in mind the changing needs of the new generation of students, the new educational scenario in the global context and incorporation of skill based curricula. Revision of the syllabus implies responsibility and accountability and this in turn leads to excellence in academics and proactive governance. Education in the current scenario throws up a multitude of challenges and the curricula and syllabi ought to reflect the paradigm shift that has occurred in the various disciplines.

A revision of the syllabus is implemented by modifying the curriculum after review to evaluate the effectiveness of the curriculum after it has been implemented and to reflect on what students did and did not get out of it. In line with the new Educational policy, a big educational reform can be effected by restructuring of syllabi to maintain a high level of quality in the standard of education that we impart.

The three themes under Higher Education relevant to policy initiative for restructuring of the curriculum i.e., integrating skill development in higher education, linking higher education to society and integration of new knowledge are considered with utmost importance during revision of the syllabus.

Outcome-Based Education emphasizes that the learning process is innovative, interactive and effective, where the main goal is student achievement at the end of the learning period. St. Teresa's College in its pursuit of imparting quality education has adopted Outcome Based Education (OBE) system that involves restructuring of curriculum, academic processes, teaching methodologies, assessment and evaluation systems in education to reflect the achievement of high order learning. It is a student-centric instruction model that focuses on measuring student performance through outcomes that include knowledge, skills and attitudes.

The revised syllabus and curriculum is the result of the combined efforts of the members of the Board of studies, curriculum expert committee and the syllabus committee who worked as a team to revise the syllabus and curriculum in the stipulated period. Active consultations were held with various stakeholders to elicit multiple perspectives in higher education which were incorporated in the new curriculum.

With sincere gratitude I acknowledge the instinct support and constant guidance extended by Rev. Dr. Sr. Vinitha, Provincial Superior and Manager, Rev. Sr. Emeline, Director, Dr. Sajimol Augustine M., Senior Administrator, Smt. Betty Joseph, Vice-Principal and Dr. Beena Job, Dean of self-financed programmes. I specially thank the team headed by Dr. Betty Rani Isaac, the Heads of the Departments and all the faculty members for their diligence, commitment and exceptional contribution towards this endeavour.

**Dr. Alphonsa Vijaya Joseph**

**PRINCIPAL**

## **ACKNOWLEDGEMENT**

At the outset, I bow my head before the Almighty for His eternal heavenly guidance during the entire process of restructuring. I remember with gratitude the support of our Manager, Rev. .Dr. .Sr.Vinitha, Director Rev. Sr. Emeline, Principal, Dr. Alphonsa Vijaya Joseph, Vice Principal Ms. Betty Joseph, Senior Administrator Dr. Sajimol Augustine.M, Dean of Self-financed Programmes Dr. Beena Job and the members of syllabus revision committee during the syllabus restructuring process. I am grateful to all the esteemed members of the Board of Studies, Dr. Santhosh Kumar, Dr. Sam Thomas, C.A. Vivek Krishna Govind, Dr. Geetha M, Dr. Asha E. Thomas, the HOD of the Department of Management Studies, Ms. Megha Mary Michael and faculty members of the department Dr. Anu Raj, Ms. Geethu Krishna P G, Ms. Praseetha M S, Ms. Dhanya Vijayan, Ms. Namitha Peter and Ms. Parvathy P S for their constructive suggestions and contributions. Above all, I am deeply indebted to all the young and vibrant colleagues in the Department of Management Studies for the long and arduous work they have put in during the compiling of the restructured syllabus.

**Ms. Ann Thomas Kiriyanthan**

Chairperson

Board of Studies in Commerce & Management

St. Teresa's College (Autonomous).

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**BACHELOR PROGRAMME IN MANAGEMENT UNDER CHOICE BASED CREDIT AND SEMESTER SYSTEM (2023 ADMISSION ONWARDS)**

**PREAMBLE**

The process of internationalization together with continuous technology improvements, especially in the last three decades, has brought unprecedented flows of goods, services, labor and capital across national boundaries. World trade has become increasingly important, foreign direct investment is growing, and the competitive pressures on many industries and firms have intensified. Therefore, it is important to develop a better understanding of how these multinational firms are managed and controlled. It is with this vision that the Bachelor Programme in Management Studies is formulated. With its specialization in International Business, the students will learn to apply management theories and techniques in an increasingly multinational business environment. The program aims to prepare students for careers requiring global business awareness and to develop skills required to work in internationally operating companies and organizations. It provides the students with many opportunities, both to apply the theoretical knowledge acquired during the modules, and to develop a more in-depth understanding of common problems emerging in an international business environment. The inclusion of a minor project in the syllabus, offers the students an opportunity to experience an organization in real life setting. The major project enhances the research orientation of the students and they train themselves in statistical analysis and tools. The programme is designed in such a way that the students may willingly pursue higher education or are even ready to join an organization. Outcome based education involves assessment and evaluation practices in education reflecting the attainment of expected learning and mastery in the programme. It is a systematic way to determine if a programme has achieved its goal. This approach of learning makes the student an active learner, the teacher a good facilitator and together they lay the foundation for life-long learning. The process includes framing of specific course outcomes at various appropriate levels of taxonomy, mapping the course outcomes of each course with the Programme Specific Outcomes and finally calculating the course attainment based on the marks scored by the student in both Internal and External assessments.



### **PROGRAMME OUTCOMES (PO)**

On completion of an undergraduate programme from St. Teresa's College (Autonomous), the students should be able to demonstrate the programme outcomes listed below:

#### ***PO 1. Disciplinary knowledge***

- Demonstrate a mastery of the fundamental knowledge and skills required in the discipline to function effectively as an entry-level professional in the field.

#### ***PO 2. Scientific Temper***

- Experiment with new approaches, challenge existing knowledge boundaries and take informed action to solve problems related to society.
- Identify, define, and deal with problems through logical, analytical and critical thinking acquired from different domains of knowledge

#### ***PO 3. Research and Digital Competence***

- Develop a research culture for lifelong learning and demonstrate competency in creating new knowledge.
- Analyze and choose from available data and information sources to communicate, collaborate and network through a range of digital media.

#### ***PO 4. Communication Skills***

- Develop language proficiency through interactions embedded in meaningful contexts.
- Demonstrate communicative competence particularly using technology in social and global environments.

#### ***PO 5. Leadership, Teamwork and Interpersonal Skills***

- Function effectively both as leader and/or member of a team.
- Collaborate and interact effectively with others.

#### ***PO 6. Moral & Ethical Awareness and Social Responsibility***

- Demonstrate social and national responsibility.
- Engage in activities that contribute to the betterment of society, with a preferential option for the economically challenged and the marginalized.

### **PROGRAMME SPECIFIC OUTCOMES (PSO)**

The curriculum and syllabi of this program are at par with those of the reputed institutions across India and abroad. The objective of the programme is to equip the students with practical understanding of management concepts and theories from a multinational perspective. During the course of their studies, they would learn the different functions of Management, each looked at through the lens of an international perspective. On completion of the programme, the students will possess strong theoretical and conceptual understanding of the discipline of Management along with the practical understanding gained through the Projects and Internships. The programme is designed with the following outcomes:

**PSO1:** Review basic managerial principles in real scenarios involving Marketing, Human Resource, Financial, Operational 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.

### **ELIGIBILITY**

Admission to the BMS Degree Programme shall be open to candidates who have passed the Plus Two or equivalent Examination (Any Stream) recognized by this University

### **PROGRAMME DESIGN**

The Bachelor's Program in Management Studies – International Business (IB) includes (a) Common courses, (b) Core courses, (c) Complementary Courses, (d) Open Course, (e) Choice based elective courses and (f) Projects. No course carries more than 4 credits. The student shall select any one open course in Semester V offered by any department other than their parent department including the physical education department, depending on the availability of infrastructure facilities in the institution.

### **PROGRAMME STRUCTURE**

#### **MODEL III – BACHELOR OF MANAGEMENT STUDIES**

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

### **COURSES**

The number of courses for the restructured programme should contain 14 Discipline Core, a Course in Environment Science and Human Rights in Semester V, 4 Choice Based Core Courses and 7 Complementary Courses. There are two common courses offered in the first and second semesters

### SCHEMES OF COURSES

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

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

### SCHEME OF DISTRIBUTION OF INSTRUCTIONAL HOURS FOR BACHELOR OF MANAGEMENT STUDIES

Semester	Model III
First	20
Second	20
Third	25
Fourth	5
Fifth	13
Sixth	20

### COURSE CODE FORMAT

The programme is coded according to the following criteria.

- A. The first letter plus second letter/any letter from the programme i.e., **MS**
- B. One digit to indicate the semester. i.e., **MS1 (Management Studies, 1<sup>st</sup> semester)**
- C. One letter from the type of courses such as, **A** for common course, **B** for complementary course, **C** for Core Course, **D** for Open course, i.e., **MS1C (Management Studies, 1<sup>st</sup> semester Core course)** and **PR** for project and **I** for

Internship.

D. Two digits to indicate the course number of that semester. i.e., **MS1C01**

(**Management Studies, 1<sup>st</sup> Semester, Core Course, Course number 1**)

E. The letter **B** to indicate Bachelors Programme.

F. **MS1C01B (Management Studies, 1<sup>st</sup> semester, Core course, courses number 01, and B for bachelors Programme)**

G. **23** to indicate the year. i.e.. **MS1C01B23**

H. The letter **PR** denotes Project i.e. Management Studies Core Project: **MS6PRB23**

### **DURATION OF PROGRAMME**

- The duration of the Programme shall be **6 semesters**.
- A student may be permitted to complete the programme, on valid reasons, within a period of 12 continuous semesters from the date of commencement of the first semester of the programme.
- Attendance: Students having a minimum of 75% average attendance for all the courses only, can register for the examination.

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

n	Type of Course	Course Code	Title of the Course	No. of hrs /week	Credits	Total		
						Total Hrs/ Sem	SA	FA
1	Common	EN1A01B23	Fine-tune Your English	5	4	90	20	80
	Core	MS1C01B23	Management Concepts and Practices	5	4	90	20	80
		MS1C02B23	Accounting - I	5	4	90	20	80
		MS1C03B23	Quantitative Techniques for Management	5	4	90	20	80
		MS1C04B23	Business Communication	5	4	90	20	80
2	Common	EN2A03B23	Issues that Matter	5	4	90		
	Core	MS2C05B23	Organizational Behaviour	5	4	90	20	80
		MS2C06B23	Managerial Economics	5	4	90	20	80
		MS2C07B23	Accounting - II	5	4	90	20	80
		MS2C08B23	International Business	5	4	90	20	80
3	Core	MS3C09B23	Operations Management	5	4	90	20	80
		MS3C10B23	Human Resources Management	5	4	90	20	80
		MS3C11B23	Marketing Management	5	4	90	20	80
		MS3C12B23	Financial Management	5	4	90	20	80
	Core - Internship	MS3CI01B23	Personality Development and Communication Skills	5	4	90	20	80
4	Complementary	MS4B01B23	Entrepreneurship	5	4	90	20	80
		MS4B02B23	EXIM Procedures and Documentation	5	4	90	20	80
		MS4B03B23	Consumer Behavior	5	4	90	20	80
		MS4B04B23	Financial Institutions and Markets	5	4	90	20	80
	Core	MS4C13B23	Business Research Methods	5	4	90	20	80
5	Core	MS5C14B23	Environment Science and Human Rights	5	4	90	20	80
	Open	Offered by other departments	Open Course	4	3	72	20	80
	Complementary	MS5B05B23	Business Information System	4	2	72	20	80

		MS5B0623	Business Ethics and CSR	3	4	72		
	Choice Based Core - I	MS5C15AB2 3	Services Marketing	4	4	72	20	80
		MS5C15BB2 3	Salesmanship	4	4	72	20	80
	Choice Based Core – II	MS5C16aB23	Fundamentals of Foreign Trade	4	4	72	20	80
		MS5C16bB23	International Accounting and Reporting System	4	4	72	20	80
<b>6</b>	Complementary	MS6B07B23	Business Law	5	4	90	20	80
	Core	MS6C17B23	Business Strategy	5	4	90	20	80
	Choice Based Core - I	MS6C18AB2 3	Transnational and Cross Cultural Marketing	5	4	90	20	80
		MS6C18BB2 3	Advertising and Brand Management	5	4	90	20	80
	Choice Based Core - II	MS6C19AB2 3	Logistics and Supply Chain Management	5	4	90	20	80
		MS6C19BB2 3	Multinational Business Finance	5	4	90	20	80
	Core - Project	MS6PRB23	Project Work	5	4	90	20	80

**Total Credits = 120**

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

**BACHELOR PROGRAMME IN MANAGEMENT STUDIES (MODEL – III)**

**1. SCHEME OF THE CORE COURSES**

Course Code	Title of the Course	No. of Contact Hrs./Week	Credit	Semester	Total No. of	Marks	
						Internal	External
Semester I							
MS1C01B23	Management Concepts and Practices	5	4	1	90	20	80
MS1C02B23	Accounting - I	5	4	1	90	20	80
MS1C03B23	Quantitative Techniques for Management	5	4	1	90	20	80
MS1C04B23	Business Communication	5	4	1	90	20	80
Total Credits		16					
Semester II							
MS2C05B23	Organizational Behaviour	5	4	2	90	20	80
MS2C06B23	Managerial Economics	5	4	2	90	20	80
MS2C07B23	Accounting – II	5	4	2	90	20	80
MS2C08B23	International Business	5	4	2	90	20	80
Total Credits		16					
Semester III							
MS3C09B23	Operations Management	5	4	3	90	20	80
MS3C10B23	Human Resources Management	5	4	3	90	20	80
MS3C11B23	Marketing Management	5	4	3	90	20	80
MS3C12B23	Financial Management	5	4	3	90	20	80
MS3CI01B23	Personality Development and Communication Skills	5	4	3	90	20	80
Total Credits		20					



Semester IV							
MS4C13B23	Business Research Methods	5	4	4	90	20	80
Total Credits		4					
Semester V							
MS5C14B23	Environment Science and Human Rights	5	4	4	90	20	80
Total Credits		4					
Semester VI							
MS6C17B23	Business Strategy	5	4	4	90	20	80
MS6PRB23	Project Work	5	4	4	90	20	80
Total Credits		8					
Total Credits from Core Courses		68					

## 2. SCHEME OF THE OPEN COURSES

(Offered to students of other departments)

Course Code	Title of the Course	No.of Contact Hrs./Week	Credit	Semester	Total No. of Hrs.
MS5D01B23	Branding, Innovation and Creativity	4	3	5	72
<b>Total Credits from Open Courses</b>		<b>3</b>			

## 3. SCHEME OF THE CHOICE BASED COURSES

Course Code	Title of the Course	No.of Contact Hrs./Week	Credit	Semester	Total No. of Hrs.
<b>Semester V</b>					
<b>Choice Based Course – I</b>					
MS5C15AB23	Services Marketing	4	4	5	72
MS5C15BB23	Salesmanship	4	4	5	72
<b>Choice Based Course – II</b>					
MS5C16AB23	Fundamentals of Foreign Trade	4	4	5	72
MS5C16BB23	International Accounting and Reporting System	4	4	5	72
<b>Total Credits</b>		<b>8</b>			

<b>Semester VI</b>					
<b>Choice Based Course – I</b>					
MS6C18AB23	Transnational and Cross Cultural Marketing	5	4	6	90
MS6C18BB23	Advertising and Brand Management	5	4	6	90
<b>Choice Based Course – II</b>					
MS6C19AB23	Distribution and Supply Chain Management	5	4	6	90
MS6C19BB23	Multinational Business Finance	5	4	6	90
<b>Total Credits</b>		<b>8</b>			
<b>Total Credits from Choice Based Courses</b>		<b>16</b>			

#### 4. SCHEME OF THE COMPLEMENTARY COURSES

Course Code	Title of the Course	No.of Contact Hrs./Week	Credit	Semester	Total No. of Hrs.
Semester IV					
MS4B01B23	Entrepreneurship	5	4	4	90
MS4B02B23	EXIM Procedures and Documentation	5	4	4	90
MS4B03B23	Consumer Behavior	5	4	4	90
MS4B04B23	Financial Institutions and Markets	5	4	4	90
Total Credits		16			
Semester V					
MS5B05B23	Business Information System	4	3	5	72
MS5B0623	Business Ethics and CSR	4	2	5	72
Total Credits		5			
Semester VI					
MS6B07B23	Business Law	5	4	6	90
Total Credits		4			
Total Credits from Complementary Courses		25			

## **EXAMINATIONS**

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

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

### **MARKS DISTRIBUTION FOR END-SEMESTER ASSESSMENT (ESA) & IN SEMESTER ASSESSMENT (ISA)**

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

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

#### **For all courses without practical**

a) End-Semester Assessment (ESA): 80 marks

b) In-Semester Assessment (ISA): 20 marks

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

#### **Attendance:**

<b>% of Attendance</b>	<b>Marks</b>
<b>90% or above</b>	<b>5</b>
<b>Between 85 and below 90</b>	<b>4</b>
<b>Between 80 and below 85</b>	<b>3</b>
<b>Above 75 and below 80</b>	<b>2</b>
<b>75 %</b>	<b>1</b>
<b>&lt; 75</b>	<b>0</b>

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

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

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

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

The minor project does not involve dissertation.

**All the four components of the ISA are mandatory.**

Components of Project/ I.V. – ISA	Marks
Punctuality	5
Experimentation / Data Collection	5
Knowledge	5
Report	5
<b>Total</b>	<b>20</b>

**ASSIGNMENTS**

- (i) \*For Core papers (Semesters III and IV) the students must undertake a Project/Field work/ Industrial Visit/ Internship and the report of the same should be submitted for evaluation. The marks awarded to this can be considered for assignment of any one core papers.
- (ii) \*Assignment (Project/Field work/ Industrial visit) for Semester I and II – to be given by language teachers, report of which has to be submitted. For those programmes which do not have additional language, the students must undertake the assignment (Project/Field Work/ Industrial visit) for any one core paper.

\*Projects which are preferably socially relevant/industry oriented/ research oriented are to be undertaken by the students and the reports have to be submitted

### **IN-SEMESTER ASSESSMENT - TEST PAPERS**

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

### **END-SEMESTER ASSESSMENT**

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

#### **Pattern of Question Paper:**

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

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

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

### **GRADES**

A 10 -point scale based on the total percentage of marks (ISA + ESA) for all courses (theory, practical, project)

% of marks	Grade	Grade point
>95	S - Outstanding	10
85 - 95	A <sup>+</sup> - Excellent	9
75 - 85	A - Very good	8
65 - 75	B <sup>+</sup> - Good	7
55 - 65	B - Above average	6
45 - 55	C - Satisfactory	5
35 - 45	D - Pass	4
<35	F - Failure	0
	Ab - Absent	0

#### **PASS CRITERIA**

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

#### **CREDIT POINT AND CREDIT POINT AVERAGE**

Credit Point (CP) of a course is calculated:

$$CP = C \times GP$$

C = Credit; GP = Grade point

Semester Credit Point Average (SCPA) of a semester:

$$SCPA = TCP/TC$$

TCP = Total Credit Point of that semester

TC = Total Credit of that semester

Cumulative Credit Point Average (CCPA) is calculated:

$$\text{CCPA} = \text{TCP}/\text{TC}$$

### **CREDIT POINT AVERAGE (CPA)**

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

$$\text{GPA} = \text{TCP}/\text{TC}$$

TCP = Total Credit Point of a category of course

TC = Total Credit of that category of course

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

<b>CPA</b>	<b>Grade</b>
<b>Equal to 9.5 and above</b>	<b>S Outstanding</b>
<b>Equal to 8.5 and &lt; 9.5</b>	<b>A<sup>+</sup> Excellent</b>
<b>Equal to 7.5 and &lt; 8.5</b>	<b>A Very good</b>
<b>Equal to 6.5 and &lt; 7.5</b>	<b>B<sup>+</sup> Good</b>
<b>Equal to 5.5 and &lt; 6.5</b>	<b>B Above average</b>
<b>Equal to 4.5 and &lt; 5.5</b>	<b>C Satisfactory</b>
<b>Equal to 4 and &lt; 4.5</b>	<b>D Pass</b>
<b>Below 4</b>	<b>F Failure</b>

- For reappearance/improvement of I, II, III & IV semesters, candidate have to appear along with the next batch.
- There shall be supplementary exams only for V semester (No improvements) in the respective academic year.

- Notionally registered candidates can also apply for the said supplementary examinations.
- A student who registers her name for the end semester assessment for a semester will be eligible for promotion to the next semester.
- A student who has completed the entire curriculum requirement, but could not register for the Semester examination can register notionally, for getting eligibility for promotion to the next semester.
- A candidate who has not secured minimum marks/credits in ISA can re-do the same registering along with the ESA for the same semester, subsequently
- There shall be no improvement for internal evaluation
- **All rules and regulations are subject to change as and when modified by Mahatma Gandhi University, Kottayam, to which St. Teresa's College (Autonomous) is affiliated.**



# **SYLLABI FOR CORE COURSES IN MANAGEMENT STUDIES**

**SEMESTER I**

**CORE COURSE**

**MS1C01B23 - MANAGEMENT CONCEPTS AND PRACTICES**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context:**

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

**Course Outcomes**

**CO1:** Describe the nature, importance and functions of management. (Understand)

**CO2:** Differentiate the relevance and outcome of each evolutionary practices in management (Understand)

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

**CO4:** Distinguish the functional demarcation of hierarchies and departments (Apply)

**CO5:** Relate leadership and motivational theories into practical management scenarios (Apply)

**Course Content**

**Module 1**

**(18 hours)**

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

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

**Module II**

**(18 hours)**

Evolution of Management- Thought -Pre Scientific Management era - Scientific Management & Contribution of F. W. Taylor - Process Management & contribution of Henri Fayol -HR

movement - Hawthorne experiments-Contributions of Behavioral scientists- Abraham Maslow, Peter Druker, Douglas Mc. Gregor

**Module III (18 hours)**

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

**Module IV (18 hours)**

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

**Module V (18 hours)**

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

**References**

1. Gilbert: Principles of Management, McGraw Hill.
2. Greenberg Jerald and Baron Robert A.: Behaviour in Organisations: Understanding and Managing The Human Side of Work, Prentice Hall of India.
3. Kaul Vijay Kumar, Business Organisation & Management - Text and Cases, Pearson.
4. Kaul, Vijay Kumar, Management- Text & Cases, Vikas Publication.
5. Kavita Singh: Organisational Behaviour, Vikas Publication.
6. Koontz & Heinz Weihrich: Essential of Management, McGraw Hill.
7. Luthans Fred: Organisational Behaviour, Tata McGraw Hill.

**MODEL QUESTION PAPER**  
**(without practical)**  
**BMS DEGREE(C.B.C.S) EXAMINATION, NOVEMBER 2023**  
**SEMESTER I - CORE COURSE FOR BMS (INTERNATIONAL BUSINESS)**  
**MS1B01B18 – MANAGEMENT CONCEPTS AND PRACTICES**

Time : 3 hours

Maximum marks: 80

**Part A**

**(Answer any ten questions. Each question carries 2 marks)**

<b>Qn.No.</b>	<b>Questions</b>	<b>CO</b>	<b>Level Of Question</b>
<b>1.</b>	Define Management.	<b>1</b>	<b>R</b>
<b>2.</b>	List the different forms of ownership.	<b>1</b>	<b>U</b>
<b>3.</b>	Define Leadership.	<b>5</b>	<b>U</b>
<b>4.</b>	List the different functions of Management.	<b>1</b>	<b>U</b>
<b>5.</b>	Infer the scope of management	<b>1</b>	<b>U</b>
<b>6.</b>	Describe the importance of leadership in the workplace.	<b>5</b>	<b>A</b>
<b>7.</b>	Discuss any two objectives of communication.	<b>5</b>	<b>U</b>
<b>8.</b>	Name all era of management thoughts.	<b>2</b>	<b>U</b>
<b>9.</b>	Using the example of any one organization, define the concept of mission and vision	<b>1</b>	<b>A</b>
<b>10.</b>	List out the different types of plans.	<b>3</b>	<b>U</b>
<b>11.</b>	Define planning in business	<b>3</b>	<b>U</b>
<b>12.</b>	Define strategy.	<b>4</b>	<b>U</b>

**(10 x 2 = 20 marks)**

**Part B**

**(Answer any six questions. Each question carries 5 marks)**

<b>Qn.No.</b>	<b>Questions</b>	<b>CO</b>	<b>Level of Question</b>
<b>13.</b>	List the difference between co-ordination and cooperation.	<b>3</b>	<b>U</b>
<b>14.</b>	Explain 'esprit-de-corps'.	<b>2</b>	<b>U</b>
<b>15.</b>	Compare Theory X and Theory Y as given by Douglas Mc. Gregor.		<b>U</b>
<b>16.</b>	List four similar effective styles of leadership.	<b>5</b>	<b>U</b>

<b>17.</b>	Distinguish between centralization and decentralization.	<b>4</b>	<b>U</b>
<b>18.</b>	Differentiate between centralisation and decentralization with sufficient examples.	<b>4</b>	<b>A</b>
<b>19.</b>	Enumerate the important features of directing as a management function. Use real time examples to answer.	<b>5</b>	<b>A</b>
<b>20.</b>	Describe various techniques of coordination.	<b>5</b>	<b>U</b>
<b>21.</b>	Describe briefly the various steps involved in the act of control.	<b>5</b>	<b>U</b>

**(6 x 5 = 30 marks)**

**Part C**

**(Answer any two questions. Each question carries 15 marks.)**

<b>Qn.No.</b>	<b>Questions</b>	<b>CO</b>	<b>Level of question</b>
<b>22.</b>	Using a hypothetical situation, discuss how the different motivation theories can be used in real business situations.	<b>5</b>	<b>A</b>
<b>23.</b>	List and discuss in detail the various phases of the evolution of management principles.	<b>2</b>	<b>U</b>
<b>24.</b>	How is decision making done in organizations? Discuss the steps in detail.	<b>3</b>	<b>A</b>
<b>25.</b>	Discuss the communication model in detail	<b>5</b>	<b>U</b>

**(2 x 15 = 30 marks)**

**CO: Course Outcomes**

**Level: R – Remember, U – Understand, Ap- Apply, An- Analyze, E- Evaluate, C- Create**

**SEMESTER I**

**CORE COURSE**

**MS1C02B23 - ACCOUNTING - I**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course overview and context:**

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

**Course Outcomes:**

**CO1:** State accounting concepts and conventions (Understand)

**CO2:** Prepare journal, ledger and trial balance of an organisation (Analyze)

**CO3:** Report the errors in the trial balance (Analyze)

**CO4:** Construct financial statements of an organisation (Analyze)

**CO5:** Calculate depreciation for fixed assets (Analyze)

**CO6:** Prepare bank reconciliation statement for businesses (Analyze)

**Course Content:**

**Module I (18 hours)**

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

**Module II (26 hours)**

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

**Module III (26 hours)**

Final accounts: 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, Features, Methods of Calculation – Written down Value method, Straight Line Methods.

**Module V (10 hours)**

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

**References:**

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

**SEMESTER I**

**CORE COURSE**

**MS1C03B23 - QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

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

**Course Outcomes**

**(10 hours)**

**CO1:** Explain, classify and summarize statistical data (Understand)

**CO2:** Compute descriptive statistical measures (Apply)

**CO3:** Solve management decision problems involving probability (Apply)

**CO4:** Predict business situations using regression and correlation analysis (Apply)

**CO5:** Devise meaningful hypotheses testing (Apply)

**Course Content:**

**Module I**

Definition of Statistics, Functions, Limitations, Scope of Statistics in Business - Industry and Economics, Concept of Data - Population, Sample, Concept of Classification of data - Types, Frequency distributions - Tabulation of Data.

**Module II**

**(20 hours)**

Measures of Central Tendency - Mean, Median, Mode, Limitations and Suitability of averages.

Measures of Dispersion - Meaning and Significance - Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation, Measures of Skewness and Kurtosis.

**Module III**

**(20 hours)**

Probability - Introduction, Rules of Addition and Multiplication, Conditional Probability, Bayes' theorem, Random Variable - Discrete and Continuous, Probability distributions - Random variable – Expected value – Binomial, Poisson, Normal distributions – Business applications.



**Module IV**

**(20 hours)**

Correlation – Types, Spearman's Rank Correlation, Karl Pearson's Coefficient of Correlation  
Regression - Assumptions, Regression lines, Properties of Regression lines, Regression coefficient, Related problems on regression lines and regression coefficient, Regression vs. Correlation.

**Module V**

**(20 hours)**

Hypothesis testing - Introduction, Types of hypotheses, Level of Significance, Type I & Type II errors, Z test, t test, Chi-square test, Test of hypothesis concerning mean, Interval estimation using Normal, Z test & t test, Hypothesis Testing using z and t test for single mean.

**References:**

1. N. D. Vohra: Quantitative Management, Tata McGraw Hill .
2. P. K. Gupta, Man Mohan, KantiSwarup: Operations Research, Sultan Chand.
3. V. K. Kapoor: Operations Research, Sultan Chand & Sons.
4. J. K. Sharma: Operations Research Theory & Applications, Macmillan India Limited.

**SEMESTER I**

**CORE COURSE**

**MS1C04B23 - BUSINESS COMMUNICATION**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

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

The course provides students with the basic soft skills of Business English required to communicate verbally and non-verbally in the business settings. This also enhances the employability of the students as communication skills becomes very important in the corporate world.

The course also addresses ethical communication. In a business world where communication ethics are largely losing out, it is imperative that the students learn and appreciate ethics in communication. The course also addresses the need to communicate effectively and positively in a diverse business settings where gender and diversity issues are rampant.

**Course Outcomes**

**CO1:** Examine the meaning, importance and barriers of communication process.

(Understand)

**CO2:** Employ different ways to improve Cross-Cultural Communication Skills at Workplace

(Apply)

**CO3:** Describe different models of communication required in a business (Understand)

**CO4:** Develop business communication for different occasions (Apply)

**CO5:** Illustrate various forms of business writing for employment purposes (Apply)

## **Course Content**

### **Module I - Communication in Business**

**(18 hours)**

Introduction to communication, Importance of business communication, Communicating in organizational setting, Unique challenges of business communication, Essentials of business communication, Barriers to effective communication, Making ethical communication choices Recognizing different types of listening, Process of listening, Overcoming barriers to effective listening

### **Module II – Communicating in a world of diversity**

**(10 hours)**

Opportunities and challenges of communicating in a diverse world, Concept of culture, Ethnocentrism and Stereotyping, recognising variations in a diverse world, Adapting to other business cultures, Intercultural communication skills, Understanding Cross-Cultural Communication Complexities - Improving Cross-Cultural Communication Skills at Workplace

### **Module III - 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 IV - Business Correspondence**

**(10 hours)**

Communication in an Organization: Types of Communication

Writing routine and positive messages, writing negative messages, writing persuasive messages, making meetings productive - Meetings, Memo, Circulars and Notices

Style in Business Correspondence – Report writing

### **Module V - Business Correspondence for employment**

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, Resignation letters, Email etiquettes, Writing for the new media

## **References**

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

**SEMESTER II**

**CORE COURSE**

**MS2C05B23 -ORGANIZATIONAL BEHAVIOUR**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Credit: 4**

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

**Course Outcomes**

**CO1:** Explain the basic concept, challenges and opportunities of organization behaviour (Understand)

**CO2:** Interpret the role of personality in Individual behaviour in the context of organizations (Understand)

**CO3:** Examine leadership theories to solve contemporary organisational issues (Apply)

**CO4:** Develop team management strategies to facilitate effective managerial decisions (Apply)

**CO5:** Discuss the need for effective management of organizational culture and diversity (Understand)

**Course Content**

**Module I (18 hours)**

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

**Module II (26 hours)**

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

**Module III (10 hours)**

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

**Module IV**

**(10 hours)**

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

**Module V**

**(26 hours)**

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

**References**

K. Aswathappa, *Organizational Behaviour*, Himalaya Publications, Ninth Revised and Enlarged Edition, 2011

Fred Luthans, *Organizational Behaviour*, 12<sup>th</sup> Edition, Tata McGraw Hill Publications, 2010

Seema Sanghi, *Human Resource Management*, First Edition, Macmillan India Limited, 2012

Cynthia D. Fisher , Lyle F. Schoenfeldt , James B. Shaw, *Human Resource Management*, Dreamtech Press, 2008

**SEMESTER II**

**CORE COURSE**

**MS2C06B23 MANAGERIAL ECONOMICS**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context:**

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

**Course Outcomes:**

**CO1:** Illustrate the necessity and applicability of economic concepts in organisational context (Understand)

**CO2:** Analyse market demand and supply to interpret forecasts that affect business (Analyze)

**CO3:** Interpret the relationship between Consumption Functions and Economies of Scale (Apply)

**CO4:** Assess the impact of production functions towards maintaining equilibrium in market (Apply)

**CO5:** Interpret different market structures and pricing decisions (Understand)

**Course Content**

**Module 1**

**(12 hours)**

Meaning & Definition - Features of Managerial Economics -Scope of Managerial Economics  
Objectives and practical uses of Managerial Economics-Role and Responsibilities of  
Business Economist to modern Business Management  
Economic approach – Circular flow of activity – Nature of firm – Objectives of firm –  
Demand Analysis and estimation – Individual, Market and Firm demand – Determinants of  
demand – Elasticity measures and business decision making – Demand forecasting

**Module II (22 hours)**

Law of variable proportions – Theory of firm – Production function in short and long run – cost functions – Determinants of Costs – Cost forecasting – Short run and Long run costs – Type of costs – Analysis of risk and uncertainty

**Module III (20 hours)**

Product markets – Market structure – Perfect competition – Monopoly – Monopolistic competition- Duopoly – Oligopoly – Pricing and employment inputs under market structures – Price discrimination – Degrees of price discrimination

**Module IV (18 hours)**

Introduction to national income – National Income concepts – Models of National Income determination – Economic Indicators – Technology and Employment – Issues and Challenges – Business Cycles – Fiscal and Monetary Policies

**Module V (18 hours)**

Macro-Economic environment – Economic transition in India – Liberalization – Privatization – Globalization – Business and Government – Public Private partnership – FDI

**References**

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

M. L. Jhingan, *International Economics*, Fourth Edition, Vrinda Publication Pvt. Limited, 1997.

Joel Dean, *Managerial Economics*, Second Edition, Prentice-Hall, 1951.

Varshney and Maheshwari: *Managerial Economics*, Fourth Edition, Sultan Chand, 2007

Dominick Salvatore (2009). *Principles of Microeconomics* (5<sup>th</sup> ed.) Oxford University Press

Lipsey and Chrystal. (2008). *Economics*. ( 11<sup>th</sup> ed.) Oxford University Press

Koutosyannis (1979). *Modern Micro Economics*. Palgrave Macmillan

Pindyck, Rubinfeld and Mehta. (2009). *Micro Economics*. (7<sup>th</sup> ed. ). Pearson.



**SEMESTER II**

**CORE COURSE**

**MS2C07B23 ACCOUNTING II**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

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

**Course Outcomes**

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

**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. (Understand)

**Course content**

**Module I (18 hours)**

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

**Module II (26 hours)**

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

**Module III (10 hours)**

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

**Module IV**

**(10 hours)**

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

**Module V**

**(26 hours)**

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

**References:**

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

**SEMESTER II**

**CORE COURSE**

**MS2C08B23 INTERNATIONAL BUSINESS**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context**

The course explores the distinctive nature of business conducted beyond the boundary of the domestic market. It examines how firms reach multinational scale while exposed to the turbulence and complexity of international political and economic forces. This understanding is very important in a global scenario where borders are shrinking and cross border trade and transactions are increasing. While gaining an exposure to the international business, the students also learn about the major regional integrations and the international organizations of importance.

**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)

**Course Content**

**Module I**

**(18 hours)**

**Introduction to International Business Environment**

Nature and scope of International Business Environment, Global Business environment – Social, Economic, Political and Ecological factors Theories of International Trade: Ricardo's Theory, Heckscher-Ohlin Theory

**Module II - Multinational Enterprises**

**(18 hours)**

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

**Module III**

**(18 hours)**

Trading environment of international trade – Free trade vs protection – Tariff and Non tariff barriers – Trade blocks - Evolution, structure and functions of:

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

**Module IV - Foreign Exchange Market**

**(18 hours)**

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

**Module V - Emerging Developments in International Business**

**(18 hours)**

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

**References**

1. Charles Hill, Arun Kumar Jain, *International Business – Competing in the Global Market Place*, Sixth Edition, Tata McGraw Hill, 2008
2. Miltiades Chacholiades, *International Economics*, Mc-Grew Hill Publishing Co, New York. 1990

**SEMESTER II**

**CORE COURSE**

**MS2C09B23      OPERATIONS MANAGEMENT**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context**

Production function often provides the competitive edge for companies involved in manufacturing activities. This course is designed to introduce the students to the basics of Production and Operations management that would help them understand the nuances of the function. The course also introduces the students to some of the major globally accepted concepts in Operations management.

**Course Outcomes**

**CO1:** Explain production function (Understand)

**CO2:** Identify the factors influencing plant location and layout (Understand)

**CO3:** Discuss the factors influencing production control (Understand)

**CO4:** Develop Quality Management plans for organizations using global standards (Apply)

**CO5:** Explain Inventory management from a manufacturing perspective (Understand)

**Syllabus Content**

**Module 1      Introduction to Production and Operations Management      (18 hours)**

Nature of Production and Operations Management – Production as an organization function – Decision making in production – Types of Production function - Characteristics of Production and Operations Management – Global view in Operations Management – Recent trends in Operations Management

**Module 2      Plant Location and Layout      (18 hours)**

Nature – location theories – Errors in selection – Steps in location – Location Models

Plant layout – Objectives – Principles – types – Layout tools and techniques

Materials handling – Nature, Scope and objectives – Principles of material handling – Types and selection of material handling system

**Module 3      Production/ Operations Planning and Control      (18 hours)**

Nature – Factors determining production planning – Production control – Aggregate planning  
– MRP I and MRP II – Benefits and implementation - ERP

<b>Module 4</b>	<b>Quality Management</b>	<b>(18 hours)</b>
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Nature – Statistical quality control – SQC for process control – QC – Advantages – Total Quality Management – Kaizen – Six Sigma – Quality Circles

**Module 5      Inventory Management****(18 hours)**

Meaning and definition – Objectives – Factors influencing inventory management and control – benefits – Process and techniques

## References

Aswathappa, Production &amp; Operations Management, Himalaya Publishing House

Buffa E.S., Modern Production and Operations Management

Chari, Production &amp; Operations Management

Paneer Selvam, Operations Management, Prentice Hall Publishing 3<sup>rd</sup> Edition: 2012

**SEMESTER III**

**CORE COURSE**

**MS3C10B23 HUMAN RESOURCE MANAGEMENT**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context:**

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

**Course 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)

**Course Content**

**Module I**

**18 hours**

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

**Module II**

**26 hours**

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

**Module III**

**10 hours**

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

**Module IV**

**10 hours**

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

**Module V**

**26 hours**

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

**References**

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



**SEMESTER III**

**CORE COURSE**

**MS3C11B23 MARKETING MANAGEMENT**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

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

**Course 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)

**Course Content**

**Module I**

**18 hours**

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

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

**Module II**

**26 hours**

Market Segmentation, targeting and Product Positioning: Introduction, Market Segmentation,

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

**Module III**

**10 hours**

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

**Module IV**

**10 hours**

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

**Module V**

**26 hours**

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

**References**

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

**SEMESTER III**

**CORE COURSE**

**MS3C12B23 FINANCIAL MANAGEMENT**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course overview and context:**

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

**Course Outcomes:**

**CO1:** Compute time value of money using compounding technique. (Apply)

**CO2:** Evaluate different proposals for taking better investment decisions. (Apply)

**CO3:** Prepare an EBIT-EPS analysis. (Apply)

**CO4:** Prepare a cash budget. (Apply)

**CO5:** Distinguish between IFM and domestic financial management.(Understand)

**Course Contents**

**Module I (18 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. Cost of Capital.

**Module II (26 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 III (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 IV (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.

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.

### **Module V (18 hours)**

International Financial Management: Meaning. Domestic financial management and its comparison with IFM. Objectives of IFM. Problems and issues faced. FDI and FII. Investment strategies.

### **References:**

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

**SEMESTER III**

**CORE COURSE**

**MS3CI01B23 PERSONALITY DEVELOPMENT AND COMMUNICATION SKILLS**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context**

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

The course is essentially a skill development course with the major objective of developing the communication skills of the students. Involving a minor internship, it focuses largely on the employability of the students as well.

**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)

**Course Content**

**Module I**

Self Awareness – SWOT Analysis – Goal Setting

**Module II**

Public Speaking – AIDA – Overcoming Barriers – Body Language

**Module III**

Group Discussion and Presentation – Presentation using Powerpoint

**Module IV**

Leadership and Team Building – Emotional Intelligence – Stress Management

**Module V**

Interpersonal Effectiveness – Transaction Analysis

**References**

1. Lather, A.S. Handa, M (2009). Cases in Management. Wisdom Publications.
2. M C Garth (2009). Basic Managerial skills for All, 5th ed. Prentice Hall India.
3. Ellis (2009). Management Skills for New Manager

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

**SEMESTER IV**

**CORE COURSE**

**MS4C13B23 BUSINESS RESEARCH METHODS**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

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

The course offers employability skill enhancement through this course as the student learns the nuances of market research and can employ oneself in the field

The course also emphasizes ethics in research, which adds to the overall managerial ethical outlook of the students.

**Course Outcomes:**

**CO1:** Describe market research and the different parties involved in the market research process (Understand)

**CO2:** Summarize the steps in Market research process (Understand)

**CO3:** Differentiate between the different types of research designs and their tools (Analyze)

**CO4:** Develop and present research reports using the different research methods (Analyze)

**CO5:** Identify the trends in market research (Understand)

**Course Content**

**Module I**

**18 hours**

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

**Module II**

**26 hours**

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

Advantages & Disadvantages of Secondary Data

**Module III**

**10 hours**

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

**Module IV**

**10 hours**

Tabulation, Coding Data, Report writing.

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

**Module V**

**26 hours**

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

**References**

Tony Proctor. (2005). *Essentials of Marketing Research (4<sup>th</sup> ed.)*. Prentice Hall.

S. K. Sarangi. (2009). *Marketing Management*. Asian Books Private Limited.

O.C. Ferrell, Michael. D. Hartline. (2008) *Marketing Strategy*. Cengage Learning.

Gary Armstrong, Michael Harker, Philip Kotler and Ross Brennan. (2009). *Marketing an Introduction*. Prentice Hall.



**SEMESTER V**

**CORE COURSE**

**MS5C14B23 ENVIRONMENT SCIENCE AND HUMAN RIGHTS**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context:**

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

The course highlights the importance of ethics and human rights in specific which adds to the students' overall ethical outlook of the students

**Course Outcomes**

**CO1:** Describe concept of environment and its resources. (Understand)

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

**CO3:** Explain the importance of sustainable business practices.(Understand)

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

**CO5:** Critically examine human rights issues (Analyze)

**Course Content**

**Module 1**

**(18 hours)**

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

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

- a) Forest resources: Use and over-exploitation, deforestation: case studies-Timber extraction, mining, dams and their effects on forest and tribal people.

- b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts 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 individual in conservation of natural resources- Equitable use of resources for sustainable lifestyles.

**Unit 3: Ecosystems**

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

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

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

**Module 2**

**(26 hours)**

**Unit 1: Biodiversity and its conservation**

Introduction - Bio-geographical classification of India

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

India as a mega-diversity nation.

Hot-spots of biodiversity.

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

Endangered and endemic species of India

**Unit 2: Environmental Pollution**

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

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

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

Disaster management: floods, earthquake, cyclone and landslides.

**Unit 3: Social Issues and the Environment**

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

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

Environmental ethics: Issues and possible solutions.

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

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

**Module 3**

**(10 hours)**

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

**Module 4**

**(10 hours)**

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

**Module 5**

**(26 hours)**

**Unit 1: Human Rights**

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

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

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

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

### **Unit 3: Environment and Human Rights**

Right to Clean Environment and Public Safety

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

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

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

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

### **Internal: Field study**

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

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

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

(Field work Equal to 5 lecture hours)

### **Learning Resources**

#### **Reading List**

Bharucha, Erach. *Text Book of Environmental Studies for Undergraduate Courses*. University Press, 2nd Edition 2013 (TB)

Clark, R. S. *Marine Pollution*, Oxford: Clarendon (Ref)

Cunningham, W. P., Cooper, T. H., Gorhani, E& Hepworth, M. T. 2001

*Environmental Encyclopaedia*, Mumbai: Jaico. (Ref)

Dc A.K. *Environmental Chemistry*, Wiley Eastern. (Ref)

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

### **Human Rights**

- Amartya Sen. *The Idea Justice*. New Delhi: Penguin, 2009.
- Chatrath, K. J. S. Ed. *Education for Human Rights and Democracy*. Shimla: Indian Institute of Advanced Studies, 1998.
- Law Relating to Human Rights*. Asia Law House,2001.
- Shireesh Pal Singh, *Human Rights Education in 21<sup>st</sup>Century*. New Delhi: Discovery
- S. K. Khanna. *Children and the Human Rights*.Common Wealth, 2011.
- Sudhir Kapoor. *Human Rights in 21<sup>st</sup>Century*. Jaipur: Mangal Deep, 2001.

### **United Nations Development Programme.**

- Human Development Report 2004: Cultural Liberty in Today's Diverse World*. New Delhi: Oxford UP, 2004.

**SEMESTER VI**

**CORE COURSE**

**MS6C17B23 BUSINESS STRATEGY**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context:**

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

The course trains the student to understand and formulate strategies for businesses and there by adds on to improve the decision making skills of the students.

**Course Outcomes**

**CO1** Describe fundamental concepts of business strategy (Understand)

**CO2** Explain impact of strategy on business environment (Apply)

**CO3** Appraise business strategies specific to organisational levels (Analyse)

**CO4** Determine different strategic framework for business situations (Apply)

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

**Course Content**

**Module 1 (18 hours)**

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

**Module II (18 hours)**

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

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

**Module III (18 hours)**

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

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

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

**Module IV (18 hours)**

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

**Module V (18 hours)**

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

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

Strategies in the Global Environment: Introduction, International Strategies, Types of International Strategies, Strategic Decisions in Internationalization, Advantages and

Disadvantages of Internationalization, Cooperative Strategies, Joint Venture Strategies, Strategic Alliances

## **References**

J.A. Pearce & R.B. Robinson : Strategic Management formulation implementation and control, TMH

Arthur A. Thompson Jr. & A.J Strickland III : Crafting and executing strategy, TMH

Gerry Johnson & Kevan Scholes, Exploring corporate strategies, PHI

Upendra Kachru: Strategic Management, Excel books

Arthur A. Thompson Jr. and A.J. Strickland: Strategic Management –Concepts and Cases, McGraw-Hill Companies

Lawrence R. Jauch & William F. Glueck: Business Policy and Strategic Management (Mcgraw Hill Series in Management).

Azhar Kazmi. Strategic Management and Business Policy. Tata McGraw Hill Education Private Limited. 2008

Thomas L. Wheelen, J. David Hunger. Concepts in Strategic Management and Business Policy. Dorling Kindersley (India) Pvt. Ltd. 2010

B. Hiriyappa. Strategic Management and Business Policy. Wordclay. 2010

Vipin Gupta, Kamala Gollakoa, R. Srinivasan. Business Policy and Strategic Management – Concepts and Applications. Prentice-Hall of India Pvt Ltd. 2008

G.V. Satya Sekhar. Business Policy and Strategic Management. I. K. International Publishing House. 2010



**SEMESTER VI**  
**CORE COURSE**  
**MS6PRB18 PROJECT WORK**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Outcomes**

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

**CO2** Analyze the collected data using statistical tools (Apply)

**CO3** Present and report the findings (Create)

The course involves the students identifying a problem centric research topic, conducting a research, analysing and reporting the findings

## **SYLLABI OF CHOICE BASED CORE COURSES**

**SEMESTER V**  
**CHOICE BASED CORE COURSE**  
**MS5C15AB23 Services Marketing**

**Credit: 4**

**Hours per week: 4**

**Total Lecture Hours: 72**

**Course Overview and Context**

The course explores the different dimensions of services management. The country today witnesses an exponential growth in services. The perspectives and beliefs of service management and relationship management are at an increasing rate influencing and being perceived as necessary for marketing tactics and strategies. There is an increasing need of understanding and practising marketing and solutions management with a background perspective of service and customer management

The students gain an understanding of the service industry that helps them to garner their employability opportunities in the industry. The skillset required for a service personnel is highlighted in the course that enhances their employability in the industry.

**Course Outcomes**

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

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

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

**CO4** Illustrate the service quality gaps model and ServQual Model (Apply)

**Course Content**

**Module I** **(12 hours)**

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

**Module II** **(15 hours)**

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

**Module III (15 hours)**

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

**Module IV**

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

**Module V (15 hours)**

Service quality; concept, technical and functional quality, Service quality Gaps Model

Demand and supply imbalances management; challenges and strategies; Service culture; managing by values, recovery and empowerment; Relationship building: relationship marketing, bonding and life time value

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

**REFERENCES**

Fisk, R. P., Grove, S. J., & John, J.: Interactive services marketing. New York.

Houghton Mifflin.

Glynn, W. J., & Barnes, J. G.: Understanding services management - Integrating marketing, organizational behaviour, operations and human resources management, Prentice Hall

Dr. Shajahan. S, (2001) Service Marketing (Concept, Practices & Cases); Himalaya Publishing House; Mumbai; First Edition.

Christopher Lovelock, (2004) Services Marketing- Pearson Education, 2004

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

**SEMESTER V**

**CHOICE BASED CORE COURSE**

**MS5C15BB23 SALESMANSHIP**

**Credit: 4**

**Hours per week: 4**

**Total Lecture Hours: 72**

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

**Course Outcomes**

**CO1** Identify theories of personal selling (Understand)

**CO2** Illustrate the steps in personal selling (Understand)

**CO3:** Identify the role of salesforce in Management (Understand)

**CO4:** Identify the procedure for sales force territory set up (Understand)

**Course Content**

**Module I (15 hours)**

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

**Module II (12 hours)**

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

**Module III (15 hours)**

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

**Module IV (15 hours)**

Personal Selling, Steps in Personal Selling, Prospecting, Approaching, Making the Presentation, Overcoming Objections, Closing the Sale, Follow-up, Selling Tactics, AIDA

Approach, Foot in the Door Technique, Door-in-the-Face Technique, Low-Ball Technique, Add-On Sales Ideas, Cross-selling, Up-selling, Essential Attributes of Successful Salespersons

## **Module V**

**(15 hours)**

Introduction to sales force management: Objectives of Sales management, Role of a sales manager; Managing Sales force – Recruitment, Selection, Training, Compensation and evaluation of sales force; Sales Territory Coverages: Sales Territory Concept, Reasons for establishing sales territories, procedures for selling up sales territories

## **REFERENCES**

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

**SEMESTER V**

**CHOICE BASED CORE COURSE**

**MS5C16AB23**

**FUNDAMENTALS OF FOREIGN TRADE**

**Credit: 4**

**Hours per week: 4**

**Total Lecture Hours: 72**

**Course Overview and Context:**

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

International trade being a very relevant field that offers employability, the students gain an in depth understanding of the foreign trade which offers them placement and internship opportunities

**Course Outcomes**

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

**CO2** Categorize business undertaken in multiple countries. (Analysing)

**CO3** Examine Global Institutional Structure and relate its functions (Applying)

**CO4** Review India's industrialization strategy and trade on economic strategies and issues. (Evaluating)

**CO5** Validate trade strategy and policy of large countries in comparison to India. (Evaluate)

**Course Content:**

**Module I**

**(12 hours)**

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

**Module II (15 hours)**

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

**Module III (15 hours)**

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

**Module IV (15 hours)**

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

**Module V (15 hours)**

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

**References**

Tendulkar and Srinivasan: Reintegrating India with the World Economy, Pearson.

Connor, David E. O' (2006). Encyclopedia of the Global Economy: A guide for students and researchers. New Delhi:

The Trade Game: Negotiation trends at WTO and concerns of developing countries, 2006. New Delhi : Academic Foundation

Krugman, Obstfeld and Melitz: International Economics. (8th ed.). Pearson Education

[www.wto.org](http://www.wto.org)



**SEMESTER V**

**CHOICE BASED CORE COURSE**

**MS5C16BB23 INTERNATIONAL ACCOUNTING AND REPORTING SYSTEM**

**Credit: 4**

**Hours per week: 4**

**Total Lecture Hours: 72**

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

**Course Outcomes**

**CO1** Identify the different global accounting standards (Understand)

**CO2** Critically assess International Accounting Standards Committee (Apply)

**CO3** Present the objectives and uses of International Financial Reporting Standards (Understand)

**CO4** Compare the accounting perspectives globally (Apply)

**Course Contents:**

**Module I (12 Hours)**

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

**Module II (15 hours)**

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

**Module III (15 hours)**

International Accounting Standard Board (IASB): Creation of IASB, Organizational

Structure, Standard Setting Procedures, enforcement powers of IASB and Achievements of IASB.

**Module IV (15 hours)**

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

**Module V (15 hours)**

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

**REFERENCES**

Frederick, D.S. Choi and G. Mueller: International Accounting, Englewood Cliffs. Prentice Hall

Radebaugh, Lee H., Gray, Sidney J. & Black, Ervin L.: International Accounting and Multinational Enterprises, Wiley Publications

Miller Paul B.W and Bahnson, Paul R.: Quality Financial Reporting, Tata McGraw-Hill.

Evans, Thomas G., Taylor, Martin E. and Holzman Oscar: International Accounting and Reporting. New York: Macmillan Publishing Company.

Rathore, Shirin: International Accounting, Prentice Hall of India

**SEMESTER VI**

**CHOICE BASED CORE COURSE**

**MS6C18AB23      TRANSNATIONAL AND CROSS CULTURAL MARKETING**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context:** This course is designed to provide students with a basic understanding of global marketing opportunities, key issues, and strategies. It introduces the main characteristics of international markets and addresses the impact of global environmental factors (economic, social, legal, and cultural) on marketing decisions such as market entry, product development, pricing, promotion, and distribution.

The objective of the course is to help students acquire knowledge of major international marketing concepts and develop cross-cultural sensitivities and skills that would enable them to identify, analyze, and solve international marketing problems

**Course Outcomes**

**CO1** Explain the concept of globalization (Understand)

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

**CO3** Develop Global Strategies for Brands (Apply)

**CO4** Identify the pricing strategies in global business (Understand)

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

**Course Content**

**Module I (18 hours)**

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

**Module II (26 hours)**

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

**Module III (10 hours)**

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

**Module IV (10 hours)**

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

**Module V (26 hours)**

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

**References**

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

**SEMESTER VI**

**CHOICE BASED CORE COURSE**

**MS6C18BB23 ADVERTISING AND BRAND MANAGEMENT**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

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

**Course Outcomes**

**CO1** Discuss the meaning and types of advertisements (Understand)

**CO2** Develop advertisements using the specific layouts for different media (Apply)

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

**CO4** Develop advertising solutions to specific scenarios (Apply)

**Course Content**

**Module I (18 hours)**

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

**Module II (26 hours)**

How advertising works: Exposure, salience, familiarity, low involvement, central route & peripheral route & cognitive learning; Positioning strategies ; Associating feelings with a brand; Developing brand personality ; Creating copy strategies: Rational & emotional

approaches, selection of an endorser, creative strategy & style- brand image, execution, USP, common touch & entertainment, message design strategy, format & formulae for presentation of appeals (slice of life, testimonials, etc.), different types of copy; Art & layout of an advertisement: Principles of design, layout stages, difference in designing of television, audio & print advertisement

**Module III (10 hours)**

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

**Module IV (26 hours)**

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

**Module V (10 hours)**

Applied case Studies

**References**

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

**SEMESTER VI**

**CHOICE BASED CORE COURSE**

**MS6C22B23 LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context**

Today, Supply Chain and Logistics is the value adding centre of any business be it manufacturing or services. Hence, this course is designed to develop in the students an understanding of this domain of business where there are numerous career opportunities. The course equips the students with basic knowledge of supply chain, logistics, inventory management and use of information technology in SCM.

**Course Outcomes**

**CO1** Explain the need for Supply Chain Management and Logistics (Understand)

**CO2** Design distribution networks for businesses (Apply)

**CO3** Discuss the need for coordination in supply chain (Understand)

**CO4** Examine the role of Information Technology in SCM (Apply)

**CO5** Summarize the need for logistics management (Understand)

**Course Contents:**

**Module I Introduction to Supply Chain and Logistics (18 hours)**

Supply Chain Management and Logistics - Introduction, Objectives, Importance of Supply chain decisions, Levels of Supply chain decisions – strategic, tactical and operational decisions, achieving strategic fit, Supply chain performance : Achieving strategic fit and scope, drivers of supply chain performance

**Module II Designing Distribution network (18 hours)**

Role of distribution in Supply Chain Management – factors influencing distribution network design, e Business and distribution network, Distribution networks : practical examples

**Module III Coordination in Supply Chain (18 hours)**

Supply Chain coordination – Bull whip effect – Effect on performance – Building strategic partnerships and trust within Supply Chain – vendor managed inventories – Collaborative

**(18 hours)**

**(18 hours)**



**SEMESTER VI**

**CHOICE BASED CORE COURSE**

**MS6C19BB23 MULTINATIONAL BUSINESS FINANCE**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context**

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

**Course Contents:**

**Module I**

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

**Module II**

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

**Module III**

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

**Module IV**

Financial management of the Multinational Firm – Cost of Capital and Capital Structure of

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

**Module V**

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

## **SYLLABUS OF OPEN COURSE**

**SEMESTER V**

**Course Code: MS5D01B23**

**Name of the Course: Branding, Innovation and Creativity**

**Credit: 3**

**Hours per week: 4**

**Total Lecture Hours: 72**

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

The course offers major skill improvement in the field of creative and critical thinking.

**Course Outcomes**

**CO1** Discuss branding and brand positioning with practical examples (Understand)

**CO2** Explain innovation and its strategic business application (Apply)

**CO3** Choose appropriate creative thinking and decision making methods on different personal and business situations (Evaluate)

**Course Content**

**Module I**

**(12 hours)**

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

**Module II**

**(15hours)**

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

**Module III**

**(15 hours)**

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

**Module IV**

**(15 hours)**

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

**Module V**

**(15hours)**

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

**References**

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

## **SYLLABI OF COMPLEMENTARY COURSES**

**SEMESTER IV**  
**COMPLEMENTARY COURSE**  
**MS4B01B23 ENTREPRENEURSHIP**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

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

The course is essentially focusing on building the entrepreneurial mind-set in the students, to equip them with basic understanding of the process to be followed in developing an own venture. Besides, the course also emphasizes on creative thinking skills to encourage the students to think beyond to come up with commercially viable solutions to day to day problems.

**Course Outcomes**

**CO1:** Discuss the importance of entrepreneurship in the business scenario. (Understand)

**CO2:** Develop business plans for organizations (Apply)

**CO3:** Differentiate between the various types of social entrepreneurship (Understand)

**CO4:** Examine the financial implications of businesses (Understand)

**CO5:** Develop creative ideas using the creative thinking methods (Apply)

**Course Content**

**Module I (10 hours)**

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

**Module II (18 hours)**

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

**Module III (18 hours)**

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

**Module IV**

**(18 hours)**

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

**Module V**

**(18 hours)**

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

**References**

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



**SEMESTER IV**

**COMPLEMENTARY COURSE**

**MS4B02B23 EXIM PROCEDURES AND DOCUMENTATION**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context:**

This course provides students with foundational understanding of Export Import procedures and documentation from a global perspective. With India playing a leading role in global market, international trade becomes all the more important. This course enables students to make informed decision based on the different schemes, agreements, procedures and duty preferences

The course enhances entrepreneurial outlook of the students by enabling them to be equipped in establishing an export business. The procedures to establish and expand an export business is the highlight of the course. A basic overview of the various government schemes and incentives to export is also part of the course

**Course Outcomes**

**CO1:** Describe basic concepts of Export Import Management (Understand)

**CO2:** Identify complexities associated with Export Import Documentation and Procedures (Remember)

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

**CO4:** Interpret Pre-shipment and Post-shipment Finance procedures that facilitates effective business decisions (Apply)

**CO5:** Appraise Risk and Insurance models undertaken globally to effectively manage Exports and Imports (Apply)

**Course Content**

**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

## **References**

M.D. Jitendra, Export Procedures and Documentation, Rajat Publications, Delhi.

PervinWadia, Export Markets and Foreign Trade Management, Kanishka Publications, New Delhi.

Nabhi's Exporters Manual and Documentation.

Nabhi's New Import-Export Policy Procedures

**SEMESTER IV**  
**COMPLEMENTARY COURSE**  
**MS4B03B23 CONSUMER BEHAVIOUR**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context**

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

**Course Outcomes**

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

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

**CO3:** Discuss the different theories of consumer perception and attitude (Understand)

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

**CO5:** Discuss the models of consumer behaviour and their application in business setting (Understand)

**Course 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.

### **References**

Leon G.Schiffman & Leslie L.Kanuk: Consumer Behaviour, Prentice Hall Publication, latest Edition

Solomon, M.R.: Consumer Behaviour – Buying, Having, and Being, Pearson Prentice Hall.

Blackwell, R.D., Miniard, P.W., & Engel, J. F.: Consumer Behaviour, Cengage Learning.

Hawkins, D.I., Best, R. J., Coney, K.A., & Mookerjee, A: Consumer Behaviour – Building Marketing Strategy, Tata McGraw Hill.

Kotler, P. & Keller, K. L.: Marketing Management (Global Edition) Pearson.

**SEMESTER IV**

**COMPLEMENTARY COURSE**

**MS4B04B23 FINANCIAL INSTITUTIONS AND MARKETS**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context**

The course offers a basic knowledge about the different financial institutions operating in India. A brief outline of the Indian financial system and its central Bank – RBI helps the students gain a perspective on the role of Financial institutions in the economy. A foundational knowledge of the stock market would also be part of the course

**Course Outcomes**

**CO1:** Explain the components of Indian financial system. (Understand)

**CO2:** Differentiate primary market and secondary market. (Apply)

**CO3:** Identify some International Stock Exchanges. (Remember)

**CO4:** Illustrate the trading on stock exchanges. (Apply)

**CO5:** Discuss money market instruments. (Understand)

**Course Content**

**Module I**

**(18 hours)**

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

**Module II**

**(18 hours)**

Introduction to Financial Markets in India: Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe

option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity,

**Module III (18 hours)**

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

**Module IV (18 hours)**

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

**Module V (18 hours)**

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

**References**

Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill

Khan, M Y. ( 2010). Financial Services (5th ed.). McGraw Hill Higher Education

Shahani, Rakesh( 2011). Financial Markets in India: A Research Initiative. Anamica Publications

Goel, Sandeep. (2012). Financial services.PHI

**SEMESTER V**

**COMPLEMENTARY COURSE**

**MS5B05B23 BUSINESS INFORMATION SYSTEM**

**Credit: 2**

**Hours per week: 4**

**Total Lecture Hours: 72**

**Course Overview and Context**

This course describes the use of information system in making calculated decisions in business settings. In the growing world of business analytics and business intelligence the importance of information system in business setting is phenomenal. The course offers practical examples and guidance in using MS Excel in making business decisions and to interpret data.

The course is a skill enhancing component of the programme where the technical skillset of the students are addressed.

**Course Outcomes**

**CO1** Review the basic concepts of MS Excel. (Understand)

**CO2** Describe important MS Excel functions. (Understand)

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

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

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

**Course Content**

**Module I**

**(15 hours)**

Introduction to Management Information System , Introduction-Basic Skills: Entering and editing data, Merging and wrap text, cell orientation and alignment , Copy-paste special - Formatting: Inserting/deleting rows/columns, Find and replace-Goto Special, Changing fonts, Colours and borders, background colouring, Cell formatting, Custom cell formatting, Familiarizing View Tab: Page break preview, Using page layout view, Headers and footers, Freezing panes, Split , New Window-Arrange All.



**Module II (22 hours)**

Excel Functions: Mathematical Functions: Numeric functions , Advanced mathematical functions, Random Functions, Rounding functions ,Conditional sum's, Count functions , Subtotal function, Text Functions, Dates function, Financial Functions, Information Functions - IF and LOOKUP functions: Logical Functions, conditional (IF) function, Nested IFs , Lookup tables, Using LOOKUP, HLOOKUP and VLOOKUP functions , Exact, Match, Index functions.

**Module III (7 hours)**

Range names and absolute references: Cell references , Creating range names, Labelling ranges , Data Validation : Create dropdown lists, Formula Auditing Tools, Validation and protection, Grouping and outlining, Cell comments, Data Consolidation.

**Module IV (7 hours)**

Conditional formatting, Styles and themes, Sorting and filtering ,Tables and Advanced Tables, Removing duplicates, Advanced filters, What if analysis: Scenario Manager, Goal Seek, Solver.

**Module V (21 hours)**

Charts and Pivot tables: Basics of chart ,Line chart,Bar chart, Column chart, Pie Chart, Donut chart, Picture chart, Combination chart, Scatter chart , Trendlines, Sparklines. Pivot table : Basics of Pivot tables, Grouping fields, Pivot table slicers, Pivot Charts.

**References**

John Walkenbach, Excel 2010 Bible, Wiley, 1 edition, 2010

John Walkenbach, Excel 2007 Power Programming with VBA (Mr.Spreadsheet's Bookshelf) Wiley; PAP/CDR edition, 2007

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

**SEMESTER V**

**COMPLEMENTARY COURSE**

**MS5B06B23 BUSINESS ETHICS AND CSR**

**Credit: 2**

**Hours per week: 4**

**Total Lecture Hours: 72**

**Course Overview and Context**

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

This course is essentially contributing to the overall ethical outlook of the students, drawing from historical ethical theories and using them in practical decision making.

**Course Outcomes**

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

**Course 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.

**References**

Manuel G Velasquez : Business ethics- concepts and cases Pearson.

Luthans Hodgetts and Thompson: Social issues in business, Macmillan USA

A.C. Fernando: Business Ethics Pearson Education.

A.C. Fernando: Corporate Governance Pearson Education.

Adrian Davies: Strategic approach to corporate governance Gower Pub Co.

N. Gopalswamy: Corporate governance a new paradigm A H Wheeler Publishing

Marianne M Jennings: Cases in Business Ethics Indian South-Western College

**SEMESTER VI**  
**COMPLEMENTARY COURSE**  
**MS6B07B23 BUSINESS LAW**

**Credit: 4**

**Hours per week: 5**

**Total Lecture Hours: 90**

**Course Overview and Context**

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

**Course Outcomes**

**CO1** Describe Indian contract law and its elements.(Remember)

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

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

**CO4** Classify the sale of goods act 1930. (Understand)

**CO5** Explain Information Technology Act, 2000. (Understand)

**Course 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.

**References**

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