

COURSE STRUCTURE AND DETAILED SYLLABUS

for

Master of Business Administration (MBA)

**With Effective from the
academic year 2018-2019**



sasi INSTITUTE OF
autonomous TECHNOLOGY &
 ENGINEERING

Accredited by **NAAC** with **"A"** Grade
 Recognised by **UGC** under section 2(f) &12(B)
 Approved by **AICTE** - NEW Delhi
 Permanently Affiliated to **JNTUK, SBTET**
 Ranked as **"A" Grade** by Govt. of A.P.

Department of Management Science

Credit Distribution for MBA Program

S.No.	Category	No. of Credits	
		Suggested by AICTE	Proposed
1	Core Courses	54	54
2	Electives	42	24
3	Project work/ Internship & Mini Project	06	14
4	Mandatory Courses/Activities	-	08
Total Credits		102	100

Proposed Course structure for the Academic Year 2018-2019**MBA I Semester**

S.No	Subject Code	Title of the Course	T	L	C
1.	18MS01T1	Principles of Management	4	-	3
2.	18MS01T2	Managerial Economics	4	-	3
3.	18MS01T3	Accounting For Managers	4	-	3
4.	18MS01T4	Managerial Communication & Soft Skills	4	-	3
5.	18MS01T5	Quantitative Analysis for Business Decisions	4	-	3
6.	18MS01T6	Business Environment	4	-	3
7.	18CS01L7	Information Technology Lab	-	3	3
8.	18MS01C8	Case Study*	2	-	2
Total Credits for I Semester (A)					23

Proposed Course structure for the Academic Year 2018-2019**MBA II Semester**

S.No	Subject Code	Title of the Course	T	L	C
1.	18MS02T1	Financial Management	4	-	3
2.	18MS02T2	Marketing Management	4	-	3
3.	18MS02T3	Human Resource Management	4	-	3
4.	18MS02T4	Production & Operations Management	4	-	3
5.	18MS02T5	Research Methodology	4	-	3
6.	18MS02T6	Organisational Behaviour	4	-	3
7.	18MS02P7	Mini Project	4	-	2
		Seminar on Mini Project		-	2
8.	18MS02C8	Case Study*	2	-	2
Total Credits for II Semester (B)					24

Proposed Course structure for the Academic Year 2019-2020**MBA III Semester**

S.No	Subject Code	Title of the Course	T	L	C
1.	18MS03T1	Strategic Management	4	-	3
2.	18MS03T2	Legal Aspects of Business	4	-	3
3.	18MS03T3	Business Ethics & Corporate Governance	4	-	3
4.	18MS03F4/M4/H4	Elective – I	4	-	3
5.	18MS03F5/M5/H5	Elective – II	4	-	3
6.	18MS03F6/M6/H6	Elective – III	4	-	3
7.	18MS03F7/M7/H7	Elective – IV	4	-	3
8.	18MS03C8	Case Study*	2	-	2
Total Credits for III Semester (C)					23

The students may choose **ONE** Specialization among the following:

Subject code	Finance	Subject code	Marketing	Subject Code	HR
18MS03F4	Security Analysis & Portfolio Management	18MS03M4	Consumer Behaviour	18MS03H4	Leadership Management
18MS03F5	Banking & Insurance Management	18MS03M5	Retail Marketing	18MS03H5	Compensation and Reward Management
18MS03F6	Advanced Cost & Management Accounting	18MS03M6	Customer Relationship Management	18MS03H6	Performance Management
18MS03F7	Strategic Financial Management	18MS03M7	Strategic Marketing Management	18MS03H7	Strategic Human Resource Management

Proposed Course structure for the Academic Year 2019-2020**MBA IV Semester**

S.No	Subject Code	Title of the Course	T	L	C
1.	18MS04T1	Logistics & Supply Chain Management	4	-	3
2.	18MS04T2	Entrepreneurship Development	4	-	3
3.	18MS04F3/M3/H3	Elective – V	4	-	3
4.	18MS04F4/M4/H4	Elective – VI	4	-	3
5.	18MS04F5/M5/H5	Elective – VII	4	-	3
6.	18MS04/F6/M6/H6	Elective – VIII	4	-	3
7.	18MS04C7	Case Study*	2	-	2
8.	18MS04P8	Internship/Project and Viva Voce	-	-	10
Total Credits for IV Semester (D)					30

The students may choose **ONE** Specialization among the following:

Subject Code	Finance	Subject Code	Marketing	Subject code	HR
18MS04F3	Financial Markets & Service	18MS04M3	Services Marketing	18MS04H3	Global HRM
18MS04F4	Global Financial Management	18MS04M4	Promotion & Distribution Management	18MS04H4	Organizational Development and Change Management
18MS04F5	Financial Risk Management	18MS04M5	Global Marketing Management	18MS04H5	Labour Welfare Legislation
18MS04F6	Tax Management	18MS04M6	Product & Brand Management	18MS04H6	Management of Industrial Relations

Number of Credits for each semester:

SEMESTER	CREDITS
I	23
II	24
III	23
IV	30
TOTAL	100

PRINCIPLES OF MANAGEMENT			
Subject Code	18MS01T1	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To describe the development of Management Thought and its relevance to business • To familiarize with the knowledge, roles, responsibilities, and skills required for a modern managers 			
Unit -1			
Introduction of Management: Management: Definition – Importance – Managerial Roles – Functions of management – Evolution of Management Thought – Motivation Theories - Classical theory – Scientific management - Administrative theory – Behavioral Theory			Hours – 10
Unit -2			
Planning and Organizing: Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning. Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of Authority – Factors affecting delegation of authority – Departmentation - Span of management – Centralization and decentralization of Authority.			Hours – 10
Unit – 3			
Directing and Controlling: Definition of Co-ordination – Significance and principles of Coordination– Leadership behavior and styles – Leadership in cross cultural environment. Nature and importance of controlling – Controlling process – Requirements of effective control – Establishing controlling system – Controlling techniques.			Hours – 10
Unit – 4			
Decision making: Meaning of decision – types of decisions – Rationale decision making process – Models of decision making – Problem solving and decision making – increasing participation in decision making – Vroom’s Participative decision making model – challenges and problems in decision making			Hours –10
Unit – 5			
Contemporary issues in Management: MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card –Time Management –BPOs – Stress Management causes and remedies – JIT – TQM – Six Sigma – BPR.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Students are able to understood the development of management thought • Students are familiar with the required skills, knowledge, abilities for a manager 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			

SECTION B:

- Three easy type questions out of five questions.

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. William, Tripathy: “**MGMT (including instructor recourses)**”, Cengage Learning, New Delhi, 2013.
2. Harold Koontz, Heinz Wehrich, Essentials of Management, *McGraw Hill Education*, 2010.
3. **P.Subba Rao, Management Theory & Organisational Behaviour, Text & Cases** Himalaya Publishing House, New Delhi, 2012,
4. V.S.P. Rao, Management Text & Cases, Excel Books Second Edition, 2012
5. Peter F. Drucker, Management, Tasks, Responsibilities, Practices, *Routledge International*, 1978
6. Dr.P.Subba Rao and Prof. N.Sambasiva Rao:”**Management and Organizational Behaviour - (Text and Cases)**”, Himalaya Publishing House, Mumbai.
7. Neeta Baporikar, Case Method – Cases in Management, Himalya Publishing House, 2009.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	3	-	-	-	-	-	-	2
2	-	-	-	-	3	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	-	-	-	2	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

MANAGERIAL ECONOMICS			
Subject Code	18MS01T2	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To outline the basic concepts of Economics pertinent to business Decision Making • To familiarise the various concepts of Managerial Economics • To illustrate the various market structures and price determination in various markets. 			
Unit -1			
Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time Perfective, Discounting Principle, Risk & uncertainty.			Hours – 10
Unit -2			
Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, Law of Supply.			Hours – 10
Unit – 3			
Production Analysis: Production functions, Production function with one/two variables, Marginal Rate of Technical Substitution, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.			Hours – 10
Unit – 4			
Cost theory and Estimation: Cost concepts, Opportunity Cost, Fixed Cost vs. Variable Cost, Explicit vs. Implicit Cost Determinants of cost, cost – output relationship in the short run and long run –, Short – run Average cost curves – Average total cost Curve – Cost - Volume – Profit analysis.			Hours –10
Unit – 5			
Market Structures and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Managerial Theories of a firm – Marris & Williams Models.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ol style="list-style-type: none"> 1. Students are experienced with various economic concepts 2. Students are aware the various concepts of Managerial Economics 3. Students are aware the various market structures and know the various price determination in each market structure 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> • Three easy type questions out of five questions. 			

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. Mithani D M: ‘**Managerial Economics**’, Himalaya Publishing House, Mumbai, 2008.
2. D.N. Dwivedi, Managerial Economics, 8th Edition, *Vikas Publishing House, 2015*
3. Dr. Atmanand , Managerial Economics, Excel Books, 2012
4. R.H. Dahlokia, A.N. Oza, Micro Economics for Management, *Oxford University Press,*
5. 1999.
6. Pual G. Keat, Philip K.Y. Young, Sreejata Benerjee, Managerial Economics, Economic Tools for Today’s Decision Makers, *Pearson Education, 2011.*
7. Mark Hirshey & Bentzen, Managerial Economics, *Cengage International, 2016.*
8. Paul, Koushil: ‘**Managerial Economics**’, Cengage Learning, New Delhi.
9. E. Narayana Nadar & S. Vijayan, Managerial Economics, *Prentice Hall of India,*
10. Vanita Agarwal, Managerial Economics, *Pearson Education, 2013*

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	3	-	-	-	-	-	2
2	-	-	-	2	-	-	-	-
3	-	-	-	-	-	2	-	-
4	-	-	-	-	2	-	-	-
5	-	-	-	-	3	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

ACCOUNTING FOR MANAGERS			
Subject Code	18MS01T3	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ol style="list-style-type: none"> 1. To summarise the basic concepts of Accounting. 2. To explain the various procedures and standards of Accounting 3. To classify the various cost concepts and cost estimation tools and techniques 4. To describe the various Cost Accounting Techniques and Methods 			
Unit -1			
Accounting Process: Definition of accounting - Accounting Concepts and conventions - Accounting Cycle - Classification of accounts - Accounting equations - Users of accounting information - Books of original entry, ledger - Preparation of Trial balance			Hours – 10
Unit -2			
Final Accounts: Preparation and Presentation of income statement - Balance Sheet with Adjustments - Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements, Depreciation Models.			Hours – 10
Unit – 3			
Financial Analysis: The scope and purpose of financial analysis - financial statement analysis - Ratio analysis – liquidity, activity, structural, coverage and profitability ratios - Funds flow analysis - concepts of funds; ascertaining funds from operations ; Sources of funds - Uses of funds - Preparation and analysis of funds flow statement and cash flow statement.			Hours – 10
Unit – 4			
Cost accounting concepts: Methods of Costing, Techniques of Costing - Role of Cost accounting - Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts - Determination of product cost - Preparation of cost sheet under different cost heads			Hours –10
Unit – 5			
Cost Behavior and Decision making: Behavioural classification of costs and methods for calculation of fixed, variable and semi variable costs - CVP analysis and decision making - Break Even analysis-Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision CVP under conditions of uncertainty - sensitivity analysis.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ol style="list-style-type: none"> 1. Know the various concepts of Accounting 2. Ability to understand the various procedures and standards of Accounting 3. Students are proficient with various cost concepts and cost estimation tools 4. Ability to understood the various Cost Accounting techniques and methods . 			

QUESTION PAPER PATTERN:**SECTION A:**

- Five one page answer questions from each unit.

SECTION B:

- Three easy type questions out of five questions.

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. Maheshwari, Maheshwari and Maheshwari, “**Financial Accounting**”, Vikas Publishing House, New Delhi, 2013
2. Paresh Shah, Management Accounting, *Oxford University Press*, 2015, New Delhi
3. Jawahar Lal, Accounting for Managers, Himalaya Publishing House, Mumbai 2017
4. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
5. Shankarnarayana, Ramanath: “**Financial Accounting for Management**”, Cengage Learning, New Delhi.
6. S.Ramanathan, Accounting for Management, *Oxford University Press*, 2014, New Delhi
7. Ramachandran N, RamKumar Kakani: **Financial Accounting for Management**”, McGraw Hill – 2013.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	3	-	-	-	-	-	2
2	-	3	-	-	3	-	-	-
3	-	-	3	-	-	-	-	-
4	-	-	-	-	-	3	-	-
Course								

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

MANAGERIAL COMMUNICATION & SOFT SKILLS			
Subject Code	18MS01T4	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ol style="list-style-type: none"> To describe the importance of Business and Managerial Communication To demonstrate the various Business Writing skills 			
Unit -1			
Role of Communication in Business: Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication - Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.			Hours – 10
Unit -2			
Managing Organization Communication: Formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory			Hours – 10
Unit – 3			
Managing Interpersonal Communication: Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.			Hours – 10
Unit – 4			
Business Writing Skills: Significance of Business Correspondence - Essentials of Effective Business Correspondence - Business Letter and Forms - Meeting - Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.			Hours –10
Unit – 5			
Presentation skills – Techniques of Presentation – Types of Presentation – Video Conferencing and formats – Interview – formal and informal – Interview techniques –Communication etiquettes.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
Upon successful completion of this course, students should be able to:			
<ol style="list-style-type: none"> Ability to understand the importance of Business Communication Familiar with the various business writing skills 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> Three easy type questions out of five questions. 			
SECTION C:			
<ul style="list-style-type: none"> Case Study (Compulsory question) 			

TEXT BOOKS:

1. Meenakshi Raman, Prakash Singh, Business Communication, *Oxford University Press*, 2012.
2. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
3. R.K.Madhukar: “Business Communication”, Vikas Publishing House, New Delhi, 2012.
4. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
5. Kuberudu B and Srinivasa Krishna K: “Business Communication and Soft Skills”, Excel Books, 2008.
6. SathyaSwaroop Debasish, Bhagaban Das” “Business Communication”, PHI Private Limited, New Delhi, 2009.
7. Sangita Mehta, NeetyKaushish: “Business Communication”, University Science Press, New Delhi, 2010.
8. Anjali Ghanekar: “Business Communication Skills”, Everest Publishing House, New Delhi, 202011 .
9. Paul Turner: “Organisational Communication”, JAICO Publishing House, New Delhi.
10. Kelly M Quintanilla, Shawn T.Wahl:“Business and Professional Communication”, SAGE, New Delhi, 2012.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	3	-	-	-	-	-	-	2
2	-	-	-	-	-	-	3	-
3	-	-	-	-	-	-	3	-
4	-	-	-	-	-	-	3	-
5	-	-	-	-	-	-	-	3

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS			
Subject Code	18MS01T5	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To describe the importance of Mathematics and Statistical Techniques in Decisions Making • To understand the various Operations Research Techniques • To illustrate the Project Management Techniques 			
Unit -1			
Basic Mathematical & Statistical Techniques: Measures of Central Tendency – Simple Correlation and Regression Analysis, Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem			Hours – 10
Unit -2			
Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.			Hours – 10
Unit – 3			
Linear Programming: Formation of mathematical modelling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.			Hours – 10
Unit – 4			
Transportation, Assignment Models & Game theory: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model, Travelling Salesman Problem. Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods.			Hours –10
Unit – 5			
P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Able to understand the importance of Mathematics and Statistical Techniques in Decisions Making • Familiar with the various Operations Research Techniques • Understand the Project Management techniques. 			

QUESTION PAPER PATTERN:**SECTION A:**

- Five one page answer questions from each unit.

SECTION B:

- Three easy type questions out of five questions.

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. J. K. Sharma, "*Operations Research: Theory and Applications*", Macmillan Gupta S.P: "*Statistical Methods*", S. Chand and Sons, New Delhi,
2. N.D.Vohra: "*Quantitative Techniques in Management*", Tata-McGraw Hill Private Limited, New Delhi, 2011.
3. Anand Sharma: "*Quantitative Techniques for Business decision Making*", Himalaya Publishers, New Delhi,2012;
4. D P Apte: "*Operation Research and Quantitative Techniques*", Excel Publication, New Delhi, 2013
5. Hamdy A. Taha, Operations Research: An Introduction, *Pearson Education*, 2011.
6. Fedrick S. Hiller, Gerald J. Lieberman, Bodhibrata Nag, Preetam Basu, Introduction to Operations Research, *McGraw Hill Education*, 2011
7. A. Ravidran, Don T. Phillips, James J. Solberg, Operations Research, Principles and Practice, *Wiley India*, 2006.
8. J.K. Sharma, Operations Research, *Macmillan India*, 2010.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	3	-	-	-	-	-	-
2	-	3	-	-	-	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	-	-	-	3	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

BUSINESS ENVIRONMENT			
Subject Code	18MS01T6	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ol style="list-style-type: none"> To understand the overview of business environment at National and International Level. To describe the overview of Indian Economy with Economic Reforms To familiarize the various policies of the Government of India pertaining to Indian Business To describe the Legal framework of Government of India 			
Unit -1			
Business Environment: Importance at national and international level – problems and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.			Hours – 10
Unit -2			
Structure of Indian economy – Nature and significance – Economic systems – structure of Indian industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.			Hours – 10
Unit – 3			
Fiscal Policy: nature and significance – public revenues – expenditure-debt, development activities allocation of funds – critical analysis of the recent fiscal policy of Government of India. Balance of Payments: Nature – structure – major components – causes for disequilibrium in balance of payments – correction measures.			Hours – 10
Unit – 4			
India's Trade Policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.			Hours –10
Unit – 5			
Legal Frame: special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ol style="list-style-type: none"> Students are learned with the knowledge of business environment. Students are able to gain knowledge regarding fiscal policy, balance of payment, 			

trade policies and consumer protection act-1986 3. Ability to know the various components of Indian Economy 4. Understand the Legal framework of Government of India
QUESTION PAPER PATTERN: SECTION A: <ul style="list-style-type: none"> • Five one page answer questions from each unit. SECTION B: <ul style="list-style-type: none"> • Three easy type questions out of five questions. SECTION C: <ul style="list-style-type: none"> • Case Study (Compulsory question)
REFERENCE BOOKS: <ol style="list-style-type: none"> 1. Shaikh Saleem: “Business Environment”, Pearsons, New Delhi, 2. Veena Keshav Pailwar: “Economic Environment of Business”, PHI Learning, New Delhi, 2012 3. Aswathappa K: “Essentials of Business Environment”, Himalaya Publishing House, New Delhi, 2011. 4. Ruddar Dutt & KPM Sundaram, Indian Economy, S.Chand Publishing 5. Faisal Ahmed, M.Absar Alam, Business Environment, Indian & Global Perspective, <i>Prentice Hall of India, 2017, New Delhi</i> 6. Francis Cherunilam, Business Environment, Text & Cases, <i>Himalaya Publishing House, Mumbai, 2017.</i> 7. B.N.Ghosh, Business Environment, Oxford University Press, New Delhi, 2014. 8. Rosy Joshi, Sangam Kapoor: “Business Environment”, Kalyani Publishers, New Delhi, 2011.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	-	-	2
2	-	3	-	-	3	-	-	-
3	-	-	-	3	-	-	-	-
4	-	-	-	3	-	-	-	-
5	-	-	-	3	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

INFORMATION TECHNOLOGY LAB			
Subject Code	18CS01L7	Internal Marks	40
Number of Lecture Hours/Week	03	External Marks	60
Total Number of Lecture Hours	03	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<p>The IT Workshop is a training lab course to get training on PC Hardware, Internet & World Wide Web and Productivity tools for documentation, Spreadsheet computations, and Presentation.</p> <ul style="list-style-type: none"> • To introduce to personal computer and its basic peripherals, the process of assembling a personal computer, installation of system software like MS Windows, and the required device drivers, hardware and software level troubleshooting process. • To introduce connecting the PC on to the internet from home and work place and effectively usage of the internet, Usage of web browsers, email, newsgroups and discussion forums. • To get knowledge in awareness of cyber hygiene, i.e., protecting the personal computer from getting infected with the viruses, worms and other cyber attacks. 			
Unit -1			
Introduction of various Softwares used for Business: Significance in the current business environments – Introduction of software MS Office, SQL			Hours – 5
Unit -2			
Financial Modelling: Present Value of Cash flows, Valuations, Financial Ratio Analysis, Forecasting, Trend Analysis of Data, Random Input Generations			Hours – 5
Unit – 3			
Statistics for Management: Correlation and Regression Analysis data presentation techniques. Spread Sheet showing monthly payments with changing interest rate over a period of loan. (Using Excel)			Hours – 5
Unit – 4			
Data Collection and Analysing Techniques: Chats, Flow Diagrams TQM Methodologies			Hours – 5
Unit – 5			
Preparation and Presentation of Mini Projects assigned for course work of first semester.			Hours – 5
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Apply knowledge for computer assembling and software installation. • Ability how to solve the trouble shooting problems. • Apply the tools for preparation of PPT, Documentation and budget sheet etc. 			
TEXT BOOK:			
<ol style="list-style-type: none"> 1. Computer Fundamentals, Anita Goel, Pearson 2. Information Technology Workshop, 3e, G Praveen Babu, M V Narayana BS Publications. 			
REFERENCE BOOK:			
<ol style="list-style-type: none"> 1. Essential Computer and IT Fundamentals for Engineering and Science Students, Dr. N.B. Venkateswarlu 			

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	2	-	-	-	-	-	-	-
2	-	3	-	-	-	-	-	-
3	-	-	-	3	-	-	-	-
4	-	-	-	-	-	-	3	-
5	-	-	-	-	-	-	2	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

FINANCIAL MANAGEMENT			
Subject Code	18MS02T1	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ol style="list-style-type: none"> 1. To acquaint students with the finance and financial management concepts and techniques influencing business organisation. 2. To understand different financial policies preparation of financial statement and uses of financial tools and techniques. 3. To know the various inventory, cash working capital, receivables. Valuation methods. 			
Unit -1			
Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm’s mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.			Hours – 10
Unit -2			
Financing Decision: Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure			Hours – 10
Unit – 3			
Investment Decision: Concept of Time Value of money – Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Payback period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.			Hours – 10
Unit – 4			
Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.			Hours –10
Unit – 5			
Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ol style="list-style-type: none"> 1. Students are learned finance and financial management concepts and techniques influencing and organisations. 2. Students are able to understand the different financial polices and financial statement etc., 			

3. Students are able to gain the knowledge on inventory, cash, working capital, receivable and etc.,
QUESTION PAPER PATTERN:
SECTION A:
<ul style="list-style-type: none"> • Five one page answer questions from each unit.
SECTION B:
<ul style="list-style-type: none"> • Three easy type questions out of five questions.
SECTION C:
<ul style="list-style-type: none"> • Case Study (Compulsory question)
REFERENCE BOOKS:
1. James C. Van Horne, Fundamentals Financial Management, Pearson Education, 2012
2. IM Pandey, Essentials of Financial Management, Vikas Publishing House, 2015.
3. Prasanna Chandra: “ Financial Management Theory and Practice ”, Tata McGrawHill 2011.
4. MY Khan, PK Jain, Basics of Financial Management, <i>McGraw Hill, 2005.</i>
5. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao:“ Financial Management ”, Himalaya Publishing House, New Delhi,2013.
6. Rajiv Srivastava, Anil Misra: “ Financial Management ”, Oxford University Press, New Delhi,2012
7. Brigham,E.F: “ Financial Management Theory and Practice ”, Cengage Learning, New Delhi, 2013

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	2	-	-	-	-	3	-	2
2	-	3	-	-	3	-	-	-
3	-	-	-	-	3	-	-	-
4	-	-	-	-	3	-	-	-
5	-	-	-	-	3	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

MARKETING MANAGEMENT			
Subject Code	18MS02T2	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To describe the concepts of marketing and the marketing system • To demonstrate the Indian Marketing Environment and its relevance to Marketing Decisions • To analyse the various elements of Marketing Mix 			
Unit -1			
Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment. Marketing Intelligence system, marketing decision system.			Hours – 10
Unit -2			
Market Segmentation and Targeting: Identification of Market Segments, - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy.			Hours – 10
Unit – 3			
Product & Pricing Strategy: Levels of the Product – Product Line and Mix – Product Life Cycle. Objectives of Pricing, Methods of Pricing, Selecting the final price, Adopting price, initiating the price cuts, imitating price increases, responding to Competitor’s price changes.			Hours – 10
Unit – 4			
Marketing Communication: the communication process, Communication mix, Managing advertising sales promotion, Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation.			Hours –10
Unit – 5			
Marketing Organization and Control: Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation, Control of Marketing Performance, Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control.			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Understand the concepts of marketing and the marketing system • Understand the marketing environment and its relevance to marketing decisions • Clearly understand of the marketing mix and functions 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> • Three easy type questions out of five questions. 			

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
2. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
3. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
4. V.S.Rama Swamy, S. Nama Kumari, Marketing Management, McGraw Hill, 2013
5. Pingali Venu Gopal, Marketing Management A Decision Making Approach, *Response Books*, 2010.
6. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	2	-	-	-	-	3	-	-
2	-	3	-	-	3	-	-	-
3	-	-	-	-	2	3	-	-
4	-	-	-	-	-	-	3	-
5	-	-	-	-	3	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

HUMAN RESOURCE MANAGEMENT			
Subject Code	18MS02T3	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ol style="list-style-type: none"> 1. To understand the concept of Human Resource. 2. To understand HR functions & its implementation process in the firm. 3. To know the various methods to settle the disputes & different Trade unions. 			
Unit -1			
HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.			Hours – 10
Unit -2			
Investment perspectives of HRM: HR Planning –demand and supply forecasting - Recruitment and Selection- sources of recruitment - Tests and Interview Techniques - Training and Development – methods and techniques– training evaluation - retention - Job Analysis – job description and specifications. Management development - HRD concepts – mechanisms – career planning and counseling.			Hours – 10
Unit – 3			
Performance Evaluation: Importance – methods – traditional and modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.			Hours – 10
Unit – 4			
Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms.			Hours –10
Unit – 5			
Managing Industrial Relations: Trade Unions-Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms. –Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress. HR accounting and auditing: Nature and significance –problems – HR audit - process – HRIS - methods.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ol style="list-style-type: none"> 1. Able to understand the concept of Human Resource Management. 2. Able to understand the HR functions & its implementation process in the firm. 3. Able to know the various disfare settlement methods & different trade unions. 			

QUESTION PAPER PATTERN:**SECTION A:**

- Five one page answer questions from each unit.

SECTION B:

- Three easy type questions out of five questions.

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. Subba Rao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.
3. N.Sambasiva Rao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya Publishing House, Mumbai
4. Mathis, Jackson, Tripathy: “*Human Resource Management: A South-Asian Perspective*”, Cengage Learning, New Delhi, 2013
5. Jayant Mukherjee, Designing Human Resource Management Systems, A Leader’s Guide, *Sage International*
6. Garry Dessler, Human Resource Management, 12th Edition, *Pearson Education*,

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	3	-	-	-	3	-	-	-
2	-	-	-	-	3	-	-	-
3	-	-	-	-	3	-	-	-
4	-	-	-	3	-	-	-	-
5	-	-	-	-	3	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

PRODUCTION & OPERATIONS MANAGEMENT			
Subject Code	18MS02T4	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> To understand the role of operations management in the overall business strategy of the firm. To understand the interdependence of the operating system with other key functional areas of the firm. To Understand the various control charts for measuring the quality of the product. 			
Unit -1			
Introduction: Overview & Definition of production and operations management. Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager. Types of manufacturing processes and Product Design.			Hours – 10
Unit -2			
Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.			Hours – 10
Unit – 3			
Managing of Work Environment –Automation --Technology Management - Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.			Hours – 10
Unit – 4			
Quality Improvement - Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).			Hours –10
Unit – 5			
Stores Management: Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction – concepts and procedures.			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> Understand the role of operations management in the overall business strategy of the 			

firm. <ul style="list-style-type: none"> • Know the interdependence of the operating system with other key functional areas of the firm. • Understand the various control charts for measuring the quality of the product.
QUESTION PAPER PATTERN: SECTION A: <ul style="list-style-type: none"> • Five one page answer questions from each unit. SECTION B: <ul style="list-style-type: none"> • Three easy type questions out of five questions. SECTION C: <ul style="list-style-type: none"> • Case Study (Compulsory question)
REFERENCE BOOKS: <ol style="list-style-type: none"> 1. Elwood S. Buffa, Rakesh K. Sarin, Modern Production and Operations Management, Wiley India 2007 2. B. Mahadevan, Operations Management, Theory & Practice, Pearson Education, 2015 3. Panner Selvem: “Production and Operation Management”, Prentice Hall of India, NewDelhi, 2012. 4. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2013 5. K.Aswathappa, K. Shridhar Bhat: “Production & Operation Management”, Himalaya Publishing House, New Delhi, 2012 6. Ajay K Garg: “Production and Operation Management”, TMH, New Delhi,2012 7. Deepak Kumar Battacharya: “Production & Operation Management”, University Press, New Delhi, 2012

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	3	-	-	-	3	-	-	-
2	-	-	-	-	3	-	-	-
3	-	-	-	-	3	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

RESEARCH METHODOLOGY			
Subject Code	18MS02T5	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To develop understanding of the basic framework of research process. • To develop an understanding of various research designs and techniques. • To identify various sources of information for data collection. • To present various types data analysis techniques 			
Unit -1			
Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.			Hours – 10
Unit -2			
Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.			Hours – 10
Unit – 3			
Survey Research and Data Analysis: Media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.			Hours – 10
Unit – 4			
Statistical Inference: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.			Hours –10
Unit – 5			
Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA one and two way classification.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Understand the basic framework of research process. 			

<ul style="list-style-type: none"> • Understand the various research designs and techniques. • Know the various sources of information for data collection methods. • Understand the various data analysis techniques.
<p>QUESTION PAPER PATTERN:</p> <p>SECTION A:</p> <ul style="list-style-type: none"> • Five one page answer questions from each unit. <p>SECTION B:</p> <ul style="list-style-type: none"> • Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> • Case Study (Compulsory question)
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. C.R. Kothari, Gaurav Garg, Research Methodology, New Age International Publishers, 2014. 2. Deepak Kumar Bhattacharya Research Methodology, Excel Books 3. Uma Sekharan, Roger Bougie, Research Methods of Business, Wiley India, 2013. 4. Navdeep and Gupta : “Statistical Techniques & Research Methodology”, Kalyani Publishers 5. Willam G.Zikmund, Adhkari: “Business Research Methods”, Cengage Learning, New Delhi, 2013. 6. S.Shajahan: “Research Methods for management”, JAICO Publishing House, New Delhi, 2009. 7. UWE FLICK: “Introducing Research Methodology”, SAGE, New Delhi, 2012. 8. Ranjit Kumar, Research Methodology, Sage International, 2014. 9. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, <i>McGraw Hill</i>, 2012.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	3	-	-	-	-	-	-
2	-	3	-	-	-	-	-	-
3	-	-	-	3	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

ORGANISATIONAL BEHAVIOUR			
Subject Code	18MS02T6	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
Course Objectives			
<ul style="list-style-type: none"> • To demonstrate the key concepts of Organisational Behaviour • To describe the concepts Organizational Culture, Design and Development 			
Unit – I			
Introduction - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior.			10 hours
Unit – II			
Perceptual Management: Nature - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - Types – Changes and Behavior Modification Techniques.			10 hours
Unit – III			
Personality Development: Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes - Theories, Creativity and Creative - Thinking. Leadership nature and skills. - Decision Making Process: Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.			10 hours
Unit – IV			
Inter-Personal Communication: Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.			10 hours
Unit – V			
Organizations: Determinants of Structure, Functional Aspects of Structure,. Principles and Design of Organizations, Organizational Culture, Power and Authority. Stress in Organization. Organizational Development processes, Change – Resistance to Change.- Interventions, OD techniques and applications.			10 hours
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Understand the principles and concept of organisational behaviour • Familiar the concepts of Organizational Culture, Design and Development 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> • Three easy type questions out of five questions. 			

SECTION C:

- Case Study (Compulsory question)

Reference Books

1. K.Aswathappa: “Organizational Behavior-Text, Cases and Games”, Himalaya Publishing House, New Delhi, 2008,
2. Jai B.P.Sinha: “Culture and Organizational Behavior”, Sage Publication India Private Limited, New Delhi, 2008.
3. P. Subba Rao, Organizational Behaviour, Himalaya Publishing House, 2009, Mumbai
4. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “Organizational Behavior”, Tata McGraw Hill Education, New Delhi, 2008.
5. Jerald Greenberg and Robert A Baron: “Behavior in Organizations”, PHI Learning Private Limited, New Delhi, 2009.
6. Pareek Udai: “Understanding Organizational Behavior”, Oxford University Press, New Delhi, 2007.
7. John W. New Strom, Keith A. Davis, Organisational Behaviour: Human Behaviour at Work, *McGraw Hill Higher Education*, 2001.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	3	-	-	-	2
2	-	3	-	-	3	-	-	-
3	-	3	-	-	-	-	-	-
4	-	-	-	-	-	-	3	-
5	-	-	-	-	-	-	-	2

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

STRATEGIC MANAGEMENT			
Subject Code	18MS03T1	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To enable students have a grasp of various business strategies in general and functional management areas. • To discuss the importance of Environmental Scanning in Strategic formulation • To give a snapshot on strategy formulation and strategy implementation process 			
Unit -1			
Introduction: Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, and Policies – Factors that shape a company’s strategy – Crafting a strategy - Industry and Competitive Analysis.			Hours – 10
Unit -2			
Environmental Scanning and Leadership: Methods. SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.			Hours – 10
Unit – 3			
Strategy Formulation: Strategy Framework For Analyzing Competition, Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.			Hours – 10
Unit – 4			
Strategy Implementation : Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.			Hours –10
Unit – 5			
Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Students have a knowledge of various business strategies in general and functional management areas. • Know the importance of Environmental Scanning in Strategic formulation • Understand the strategy formulation and strategy implementation process 			

QUESTION PAPER PATTERN:**SECTION A:**

- Five one page answer questions from each unit.

SECTION B:

- Three easy type questions out of five questions.

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. Azhar Kazmi, Strategic Management and Business Policy, McGraw Hill, 2008
2. Upendra Kachru, Strategic Management, Excel Books, 2009
3. Vijaya Kumar P., Hitt A : **Strategic Management**, Cengage learning, New Delhi, 2010
4. John A PearceII, Amita Mital: “**Strategic Management**”, TMH, New Delhi, 2012.
5. Sanjay Mohapatra: “**Cases Studies in Strategic Management**”, Pearson, New Delhi, 2012
6. Adrian Haberberg&Alison: **Strategic Management**, Oxford University Press, New Delhi, 2010

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	3	3	-	-	-	-	-	-
2	-	3	-	-	-	-	-	-
3	-	3	-	-	-	-	-	-
4	-	-	-	-	3	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

LEGAL ASPECTS OF BUSINESS			
Subject Code	18MS03T2	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> To discuss the overview of the nature and sources of Business law To present the important provisions of various commercial laws in India 			
Unit -1			
Importance of Commercial Law: The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration –Free Consent –Legality of Object –Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.			Hours – 10
Unit -2			
Sales of Goods Act: Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller. Consumer Protection Act, 1986: Consumer Right –Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000.			Hours – 10
Unit – 3			
Contract of Agency: Kinds of Agents –Creation of Agency- Duties and Rights of Principal and Agents- Principal’s Liability for the Acts of the Agent-Liability of Agent –Termination of Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement- Presentation and discharge of Negotiable Instrument.			Hours – 10
Unit – 4			
Indian Partnership Act, 1932: Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.			Hours –10
Unit – 5			
Company Act 1956- Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares – Duties of Directors-Winding up.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> Understand the overview of the nature and sources of Business law Know the important provisions of various commercial laws in India 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> Three easy type questions out of five questions. 			
SECTION C:			
<ul style="list-style-type: none"> Case Study (Compulsory question) 			

REFERENCE BOOKS:

1. Ravindra Kumar: “**Legal Aspects of Business**”, Cengage Learning, New Delhi, 2011
2. S.N.Maheshwari, S.K.Maheshwari: “**A Manual of Business Laws**”, Himalaya Publishing House, 2013.
3. Kuchhal M C, Deepa Prakash: “**Business Legislation for Management**”, Vikas Publishing House, New Delhi, 2012
4. Pathak: “**Legal Aspects of Business**”, Tata McGraw Hill, New Delhi, 2010

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	3	-	-	-	-	-	-
2	-	3	-	-	-	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

BUSINESS ETHICS & CORPORATE GOVERNANCE			
Subject Code	18MS03T3	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To make students understand the importance of Ethics • To make students aware of good Business and Corporate Governance 			
Unit -1			
Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions			Hours – 10
Unit -2			
Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams			Hours – 10
Unit – 3			
Ethics in Marketing, HRM and Finance: Product safety and Pricing- Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector			Hours – 10
Unit – 4			
Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives			Hours –10
Unit – 5			
Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Ability to understand the importance of Ethics • Students aware of good Business and Corporate Governance 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> • Three easy type questions out of five questions. 			

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. A.C. Ferando, Business Ethics, Perason Education, 2009
2. SK Mandal, Business Ethics & Corporate Governance, McGraw Hill2010
3. A.C. Fernando, Corporate Governance, Person Education, 2010

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	3	-	-	-	-	-	3
2	-	-	-	3	-	-	-	-
3	-	-	-	-	-	3	-	-
4	-	3	-	-	3	-	-	-
5	-	-	-	-	3	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT			
Subject Code	18MS03F4	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> To provide insight about the relationship of the risk and return To familiarize the students with the fundamental and technical analysis of the diverse investment avenues 			
Unit -1			
Concept of Investment Education: Investment Vs Speculation, Investment alternatives - Investment Process - Sources of Investment Information – Trading System in Stock Exchanges –Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk.			Hours – 10
Unit -2			
Equity and Bond Valuation Models: Preference Shares and Equity Shares Earning valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization.			Hours – 10
Unit – 3			
Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory – Hypothesis- Forms of Market Efficiency.			Hours – 10
Unit – 4			
Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.			Hours –10
Unit – 5			
Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> Understand the relationship of the risk and return Familiar the students with the fundamental and technical analysis of the diverse investment avenues 			
QUESTION PAPER ^{PATTERN}:			
SECTION A:			
<ul style="list-style-type: none"> Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> Three easy type questions out of five questions. 			

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. V.K. Bhalla, Investment Management, 13th Edition, S.Chand & Company, 2008
2. S. Kevin: Security Analysis and Portfolio Management, PHI Learning, New Delhi, 2009
3. Punithavathy Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi, 2009
4. Sudhendra Bhat: Security Analysis Portfolio Management, Excel Books, New Delhi, 2009.
5. Zvi Bodie, Alex Kane, Alan J. Marcus, Pitabas Mohanty, Investment, 10th Edition, McGraw Hill Education, 2015.
6. M. Ranganatham, Madhumathi, Security Analysis & Portfolio Management, Pearson Education, 2012
7. Robert A Strong: Portfolio Management, Jaico Publishing House, New Delhi, 2001

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	3	-	-	-	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

BANKING AND INSURANCE MANAGEMENT			
Subject Code	18MS03F5	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To present an overview of Indian Financial System • To give a snapshot on Financial and Banking Institutions in India. • To discuss about the overview of Insurance Industry in India 			
Unit -1			
Introduction to Banking- Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators- Sources of Bank Funds.			Hours – 10
Unit -2			
Uses of Bank Funds: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.			Hours – 10
Unit – 3			
Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. - Banking Innovations - Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.			Hours – 10
Unit – 4			
Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers - responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.			Hours –10
Unit – 5			
Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products- Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party			Hours – 10

Administrators- Micro Insurance in India
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.
COURSE OUTCOMES: <ul style="list-style-type: none"> • Understand the overview of Indian Financial System • Familiar the various Financial and Banking Institutions in India. • Know the overview of Insurance Industry in India
QUESTION PAPER PATTERN: SECTION A: <ul style="list-style-type: none"> • Five one page answer questions from each unit. SECTION B: <ul style="list-style-type: none"> • Three easy type questions out of five questions. SECTION C: <ul style="list-style-type: none"> • Case Study (Compulsory question)
REFERENCE BOOKS: <ol style="list-style-type: none"> 1. R.Shanmugham: Financial Services, Wiley India, New Delhi, 2010 2. M.Y.Khan , Financial Services, Tata McGraw-Hill, New Delhi, 2004. 3. Harsh V.Verma, Marketing of Services, Global Business Press, 2002 4. Bhole : Financial Institutions and Markets, TMH, New Delhi, 2009 5. MY Khan, Indian Financial System, TMH, New Delhi, 2009 6. Gayatri V. Pathak, Indian Financial System, Perason Education, 2011 7. Padmalatha Suresh, Dr. Justin Paul, Management of Banking and Financial Services, Pearson Education, 4 Edition, 8. Neelam Gualti, Life and General Insurance, Excel Books, 2011 9. Emmett J. Vaughan, Fundamentals of Risk and Insurance, 11th Edition, Wiley

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	3	-	-	-
3	-	-	-	3	-	-	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	-	-	3

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

ADVANCED COST AND MANAGEMENT ACCOUNTING			
Subject Code	18MS03F6	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To discuss the importance of Management Accounting in business decision making • To analyse the various cost and management accounting techniques in detail. 			
Unit -1			
Introduction: Employment of Management Accounting – Human Resource Accounting – Need for Harmonization of International Accounting Standards – Role of Management Accountant for controller functions – Financial Accounting Control (FACO)-Management information System.			Hours – 10
Unit -2			
Financial Analysis: Comparative analysis – Common Size Analysis - Funds Flow Analysis – Cash Flow Analysis.-Ratio Analysis – Trend analysis – Depreciation Models. Methods of Costing: Unit Costing, Job Costing, Process Costing, Contract Costing, Operating Costing			Hours – 10
Unit – 3			
Budget – Budgetary Control: – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.			Hours – 10
Unit – 4			
Marginal Costing: Cost Concepts for Decision making – Decision Making Process – Decision Situations-Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions-Addition, Deletion and Alteration of Mix – Plant Shutdown Decision Profit Planning- introduction of new product – planning of level of activity – Key factor – Foreign market offer .			Hours –10
Unit – 5			
Standard Costing: Standard Costing and historical costing – Establishment of cost standards – steps involved in standard costing – Variance analysis: Material Variance – Labour Variance – Overhead Variance - Sales Variance			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Know the importance of Management Accounting in business decision making • Familiar the various cost and management accounting techniques in detail. 			
QUESTION PAPER PATTERN:			
SECTION A:			

<ul style="list-style-type: none"> • Five one page answer questions from each unit. <p>SECTION B:</p> <ul style="list-style-type: none"> • Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> • Case Study (Compulsory question)
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Paresh Shah, Management Accounting, Oxford University Press, 2010 2. I.M. Pandey, Management Accounting, Vikas Publishing House 3. MY Khan, PK Jain, Management Accounting, McGraw hill 4. Introduction to Management Accounting Charles T. Horn Gaxy L. Sundem; 5. Tools and Technique Management Account N. Vinayakam; 6. Management Accounting S.P. Gupta; 7. Management Accounting Manmohan and Goyal;

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	3	-	-	-	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3-	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

STRATEGIC FINANCIAL MANAGEMENT			
Subject Code	18MS03F7	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To acquaint the students with concepts of Financial management from strategic perspective and • To familiarize various Techniques and Models of Strategic Financial Management. 			
Unit -1			
Corporate Policy: Strategic Financial Planning- changing complexion of regulatory framework - Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-toBook Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation- Corporate Risk Management – Understanding the firms Strategic Exposure.			Hours – 10
Unit -2			
Corporate Financial Strategies: Capital Structure Planning- EBIT, EPS, ROE analysis- Shareholders’ Risk — Financial Options and Value of the Firm – Dividend Policy and Value of the Firm – Growth and External Financing Requirement. (Problems)			Hours – 10
Unit – 3			
Corporate Investment Strategy: Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision- Long term investment plans analysis with risk and return. (Problems)			Hours – 10
Unit – 4			
Corporate Financial Engineering: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control. (Problems)			Hours –10
Unit – 5			
Corporate Restructuring: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts- Buy back shares – Alignment of Interest – Corporate Governance . (Problems)			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Understand the concepts of Financial management from strategic perspective 			

<ul style="list-style-type: none"> Familiarize various Techniques and Models of Strategic Financial Management.
<p>QUESTION PAPER PATTERN:</p> <p>SECTION A:</p> <ul style="list-style-type: none"> Five one page answer questions from each unit. <p>SECTION B:</p> <ul style="list-style-type: none"> Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> Case Study (Compulsory question)
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> Aswath Damodaran, Corporate Finance, Theory and Practice, Wiley India Private Limited. Preeti Singh: Investment Management, Himalaya Publishing House, New Delhi, 2009 M.Ranganadham: Investment Analysis and Portfolio Management , Pearson Education, New Delhi, 2009 Prasanna Chandra , Projects: Planning, Analysis, Financing Implementation and Review, 5/e TMH, New Delhi, 2003 V.K. Bhalla, Financial Management and policy., Anmol Publications Pvt. Ltd.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	3	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

CONSUMER BEHAVIOUR			
Subject Code	18MS03M4	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To discuss the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process. • To address the importance of subculture and global consumer culture as marketing opportunities 			
Unit -1			
Introduction to Consumer Behaviour- Understanding consumers and market segments. Evolution of consumer behaviour, consumer analysis and business strategy. Models of Buyer Behaviour, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.			Hours – 10
Unit -2			
Psychological Foundations of Consumer Behaviour: Consumer Motivation, Perception, Personality and Behaviour, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.			Hours – 10
Unit – 3			
Communication and Consumer Behaviour: – Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behaviour.			Hours – 10
Unit – 4			
Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.			Hours –10
Unit – 5			
Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes redressal Commission.			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Understand the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process. 1. Understand the importance of subculture and global consumer culture as marketing opportunities. 			
QUESTION PAPER PATTERN:			
SECTION A:			

<ul style="list-style-type: none"> • Five one page answer questions from each unit. <p>SECTION B:</p> <ul style="list-style-type: none"> • Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> • Case Study (Compulsory question)
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Leon G.Schiffman, Lesile Lazar Kanuk, Consumer Behaviour, Person Education, 2. S. Ramesh Kumar, Consumer Behaviour, Pearson Education, 2017 3. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behaviour Text and Cases”, TMH, New Delhi, 2012. 4. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011 5. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013. 6. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	2
2	-	3	-	-	-	-	-	-
3	-	-	-	3	-	-	-	-
4	-	-	-	-3	-	-	-	-
5	-	-	3	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

RETAIL MANAGEMENT			
Subject Code	18MS03M5	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To familiarise the basic concept of retailing in India. • To discuss the various retail strategies and retail locations in India. • To understand various Retail pricing strategies at retail stores in India. • To know the concept of Store Layout and Design to attract the customers 			
Unit -1			
Basic concept of retailing – Retail development – types and functions of retailers – Multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.			Hours – 10
Unit -2			
Retail strategy: Market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.			Hours – 10
Unit – 3			
Retail location: Types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives.			Hours – 10
Unit – 4			
Store layout and design: Store operations and inventory management merchandise planning and control, buying merchandise – developing assortment plan.			Hours –10
Unit – 5			
Retail pricing strategy: Category management, customer services – retail branding- International retailing – promotional strategies – advertising, sales promotion, store atmosphere.			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Able to understand the basic concept of retailing in India. • Familiar the various retail strategies and retail locations in India. • Understand various Retail pricing strategies at retail stores in India. • Know the concept of Store Layout and Design to attract the customers 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> • Three easy type questions out of five questions. 			
SECTION C:			
<ul style="list-style-type: none"> • Case Study (Compulsory question) 			
REFERENCE BOOKS:			
1. A.J. Lamba:“ The Art of Retailing ”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011			

2. Swapna Pradhan, “**Retail management**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
3. Sheikh and Kaneez Fatima, “**Retail Management**”, Himalaya Publishing House, Mumbai, 2012
4. Sivakumar, A, “**Retail Marketing**”, Excel Books, New Delhi, 2007
5. Gibson G. Vedamani, Retail Management, Functional Principles and Practices, Jaico Books.
6. Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivatsava, Retail Management, Oxford University Press, 2016
7. David Gilber, Retail Marketing Management, Pearson Education, 2003.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	2
2	-	-	-	-	3	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	-	-	-	3	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

CUSTOMER RELATIONSHIP MANAGEMENT			
Subject Code	18MS03M6	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> To describe the importance of Customer Relationship Management in Marketing Decision Making To demonstrate the various CRM strategies adopted by the companies. 			
Unit -1			
Introduction: Definition of CRM –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM – Integrated CRM system –Planning and Managing CRM Programme - Application areas.			Hours – 10
Unit -2			
CRM as an integrated business strategy: Nature of CRM strategy – Contents of CRM Strategy – Description of Customer – Supplier Relationships, The dynamics of Relationships, The relationship oriented organization.			Hours – 10
Unit – 3			
CRM marketing aspects: Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.			Hours – 10
Unit – 4			
Analytical CRM: Relationship data management – Expanding the size of customer database - Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results			Hours –10
Unit – 5			
Operational CRM and CRM implementation: Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM results – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> Ability to understand the importance of Customer Relationship Management in Marketing Decision Making Familiar with the various CRM strategies adopted by companies. 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> Five one page answer questions from each unit. 			
SECTION B:			

- Three easy type questions out of five questions.

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. S.Shanmuga sundaram: "Customer Relationship Management" Prentice Hall of India.
2. Jagadish N. Seth, Atul Parvatiyar, G. Sahinesh, Customer Relationship Management, McGraw Hill, 2008.
3. Ed Peelen: "Customer Relationship Management" Pearson, Education
4. Roger J Baran, Robert J Galka and Daniel P Strunk: "Customer Relationship Management" Cengage learning
5. V. Kumar, Wener J. Reinartz, Customer Relationship Management, Wiley India 2003.
6. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India, 2009.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	2
2	-	-	-	-	3	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

STRATEGIC MARKETING MANAGEMENT			
Subject Code	18MS03M7	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To describe the various Strategic Marketing strategies in detail • To know the various models and techniques of strategic Marketing 			
Unit -1			
Introduction : Role of Strategic Marketing - Key Definitions of Strategic Marketing - Role and Importance and concepts- Systematic approach - sequencing and scheduling of activities and integration of activities - Resource Requirements – Time scaling - Processes: Strategic Marketing Planning Process - Strategic Marketing Analysis- marketing strategy objective setting- perceptual mapping - factor analysis, Option Evaluation, Choice – Formulation and Implementation and Control Links to corporate strategy: Mission statement, organisational structure and corporate responsibility and ethics - dynamic strategy			Hours – 10
Unit -2			
Strategic Marketing Strategy: Models - Organisation, Industry and market environment situation analysis; Porter’s Five Forces model - Structure, Conduct and Performance; - Marketing Audit - portfolio analysis techniques -strategic positioning, defining the future position - Marketing Tactics - Product tactics -Price tactics- Promotion tactics - Place tactics-Direct response marketing strategies - Defensive strategies - Customer retention strategiesPersonalised marketing; Payne and Ballantyne’s Six markets model			Hours – 10
Unit – 3			
Strategic Marketing Techniques : Setting marketing objectives and marketing strategy - Targeting markets - Segmenting markets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options - core competences - Competitive advantage - Investment opportunity evaluation - market leadership - Innovation strategies - Market pioneer - close followers, late followers; offensive, defensive and value-based marketing strategies Strategic marketing objectives: marketing mix – 7 Ps			Hours – 10
Unit – 4			
Strategic marketing environment : Changes in the external environment: shift from supply to demand environment; fashionisation of markets; micro-markets; rising expectations; technological change; competition; globalisation; importance of customer service; commoditisation; erosion of brands; new constraints Strengths and weaknesses: focus of marketing objectives, links to corporate strategy.			Hours –10
Unit – 5			
New Product Developments: Ability to customize - Ability to handle information to gain competitive advantage - e-marketing position - core			Hours – 10

<p>focus - target markets, nature and potential of key market segments, partnerships with customers and other stakeholders- Innovation strategies, timescales, resource requirements, budgets, monitoring, review and control mechanisms Strategic marketing responses: emerging themes eg impact of globalisation, the strength or weakness of competitors, importance of environmental factors, changes in the political environment, the state of the economy, the exchange rate, health and safety factors</p>	
<p>COURSE OUTCOMES:</p> <ul style="list-style-type: none"> • Ability to understand the various Strategic Marketing strategies in detail • Know the various models and techniques of strategic Marketing 	
<p>QUESTION PAPER PATTERN:</p> <p>SECTION A:</p> <ul style="list-style-type: none"> • Five one page answer questions from each unit. <p>SECTION B:</p> <ul style="list-style-type: none"> • Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> • Case Study (Compulsory question) 	
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Nag A: “Strategic Marketing”. MacMillons 2. Devid A Aaker and Damien Mc Loughlior: “Strategic Marketing Management”- Global Perspective” Wiley Publications. 3. David W. Cravens, Nigel F. Percy, Strategic Marketing, Tata McGraw Hill, 2009. 4. Jean –Jacques Lambin : “Strategic Marketing Management”, McGraw –Hill, 5. Srinivas R, Lohith C.P.: “Strategic Marketing and Innovation” for Indian MSMEs”, Springer Publication. 6. Graeme Drummond, John Ensor, Ruth Ashfor: “Strategic Marketing Planning and Control”, Elsevier Publication. 7. Kotler P and Keller K L: “A Framework for Marketing Management”, Pearson Education, 2008 	

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	2
2	-	3	-	-	-	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

LEADERSHIP MANAGEMENT			
Subject Code	18MS03H4	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To describe the various Leadership Models • To understand the Leadership Development in organisations • To demonstrate the various cross cultural Leadership across the globe 			
Unit -1			
Organisational Leadership: Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.			Hours – 10
Unit -2			
Leadership Motivation, Culture: Motivation Theories for Leadership: Maslow's, Herzberg, X, Y and Z theories of Motivation - Similarities and Distinctions of Need Hierarchy and Two Factors theories. ERG – McClelland - Expectancy - Porter and Lawler Theories. - Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural.			Hours – 10
Unit – 3			
Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad - Tools for developing dreams for effective leadership dreams – Leaders vision in organisation building – Leadership Attitude: significance – Developing and Maintaining positive attitude for effective leading.			Hours – 10
Unit – 4			
Strategic Leadership: Leader Self management: significance - Developing self-esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values			Hours –10
Unit – 5			
Leadership in the cross cultural context: Leadership across Globe:			Hours –

Characteristics - Significance – Functions – GLOBE research program of Wharton School – challenges of leadership in varying culture and values – Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe	10
COURSE OUTCOMES: <ul style="list-style-type: none"> • Familiar the various Leadership Models • Understand the Leadership Development in organisations • Ability to understand the various cross cultural Leadership across the globe 	
QUESTION PAPER PATTERN: SECTION A: <ul style="list-style-type: none"> • Five one page answer questions from each unit. SECTION B: <ul style="list-style-type: none"> • Three easy type questions out of five questions. SECTION C: <ul style="list-style-type: none"> • Case Study (Compulsory question) 	
REFERENCE BOOKS: <ol style="list-style-type: none"> 1. Peter G. Northouse, Leadership, 2010, Sage. Publication. 2. Uday Kumar Haldar “Leadership and Team Building” Oxford Higher Education 2010 3. Richard L. Daft “Leadership” Cengage Learning 2005. 4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy “Leadership” Tata Mc Graw Hill Education Private Limited 2012. 5. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge. 6. John ADAIR, Inspiring Leadership, 2008, Viva Books. 	

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	3	-	-	3	-	-
2	-	3	3	-	-	-	-	-
3	-	3	3	2	-	-	-	-
4	-	3	3	-	-	-	-	-
5	-	3	3	2	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

COMPENSATION & REWARD MANAGEMENT			
Subject Code	18MS03H5	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To demonstrate the various wage concepts • To describe the Wage and Salary Administration in India • To discuss the Pay structure and its various components 			
Unit -1			
Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations. Compensation as a Retention strategy- aligning compensation strategy with business strategy – concept of reward - non-financial compensation system-Reward management process - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.			Hours – 10
Unit -2			
Job evaluation and Compensation Structure: Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Compensation Structure History and past practices, elements of ,management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys Incentive payments and its objectives.			Hours – 10
Unit – 3			
Wage and Salary administration: Nature and Purpose, Wage surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage differentials-ImportanceWage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.			Hours – 10
Unit – 4			
Control systems for labour costs: Introduction-Direct and Indirect labour , Role of various departments-The personnel department-Industrial engineering department-Types of worker Payroll department-Process and steps for preparation of payroll-Wage analysis-Cost accounting treatment of wages components-Compensation surveys-Profit sharing.			Hours –10
Unit – 5			
Pay Structure and Tax Planning: Introduction- Compensation Structures-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.			Hours – 10

<p>COURSE OUTCOMES:</p> <ul style="list-style-type: none"> • Understand the various wage concepts • Ability to understand the Wage and Salary Administration in India • Familiar the Pay structure and its various components
<p>QUESTION PAPER PATTERN:</p> <p>SECTION A:</p> <ul style="list-style-type: none"> • Five one page answer questions from each unit. <p>SECTION B:</p> <ul style="list-style-type: none"> • Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> • Case Study (Compulsory question)
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012. 2. A.M.Sarma, N.Sambasiva Rao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai 3. Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012 4. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008. 5. Mousumi S Bhattacharya Nilanjan Sengupta , “Compensation Management” – Excel Books, New Delhi – 2009 6. Tapomoy Deb “Compensation Management” – Excel Books, New Delhi – 2009

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	3	-	-	-	-	-	-
3	-	3	-	2	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

PERFORMANCE MANAGEMENT			
Subject Code	18MS03H6	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To demonstrate the overview of Performance Management • To describe the various performance management skills • To discuss the performance management systems 			
Unit -1			
Introduction: –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performanceImportance –Linkage of PM to other HR processes-Performance Audit			Hours – 10
Unit -2			
Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance-Strategic Planning –Linkages to strategic planning-Barriers to performance planning-Competency Mapping-steps-Methods.			Hours – 10
Unit – 3			
Management System: objectives – Functions- Phases of Performance Management System- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR ChallengesAppraisal for recognition and reward-Purpose of Appraising –Methods of AppraisingAppraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.			Hours – 10
Unit – 4			
Performance Monitoring and Counseling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust- Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills			Hours –10
Unit – 5			
Performance management skills – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership			Hours – 10
COURSE OUTCO			
<ul style="list-style-type: none"> • Familiar with the overview of Performance Management • Ability to know the various performance management skills • Understand the performance management systems 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			

- Three easy type questions out of five questions.

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. Prem Chadha: "Performance Management", Macmillan India, New Delhi, 2008.
2. A.S. Kohli, Tapomay Deb, Performance Management, Oxford University Press, 2008.
3. Michael Armstrong & Angela Baron, "Performance Management": The New Realities, Jaico Publishing House, New Delhi, 2010.
4. T.V.Rao, "Appraising and Developing Managerial Performance", Excel Books, 2003.
5. David Wade and Ronad Recardo, "Corporate Performance Management", Butter Heinemann, New Delhi, 2002.
6. Dewakar Goel: "Performance Appraisal and Compensation Management", PHI Learning, New Delhi, 2009
7. A.M. Sarma "Performance Management Systems" Himalaya Publishing House, New Delhi, 2010.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	2	-	-	-	3	-	-
2	-	3	-	-	-	-	-	-
3	-	3	-	-	2	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

STRATEGIC HUMAN RESOURCE MANAGEMENT			
Subject Code	18MS03H7	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To clearly distinguish the HRM and Strategic HRM. • To describe the Strategic Human Resource Development 			
Unit -1			
Human Resource Strategy: Introduction to Strategic Human Resource Management Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.			Hours – 10
Unit -2			
Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.			Hours – 10
Unit – 3			
Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.			Hours – 10
Unit – 4			
Strategic Human Resource Development: Concept of Strategic Planning for HRD Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.			Hours –10
Unit – 5			
Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Know the distinction between the HRM and Strategic HRM. • Understand the Strategic Human Resource Development 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> • Three easy type questions out of five questions. 			
SECTION C:			
<ul style="list-style-type: none"> • Case Study (Compulsory question) 			
REFERENCE BOOKS:			
1. Charles R. Greer: “Strategic Human Resource Management” - A General Manager Approach - Pearson Education, Asia			

2. Tanuja Agarwala “Strategic Human Resource Management” Oxford University Press, New Delhi 2014
3. Srinivas R Kandula “Strategic Human Resource Development” PHI Learning PVT Limited, New Delhi 2009
4. Fombrum Charles & Tichy: “Strategic Human Resource Management” - John Wiley Sons, 1984
5. Dr. Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House, Pune 2009
6. Dreher, Dougherty “Human Resource Strategy” Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	3	3	-	-	-	-	-
3	-	-	-	-	3	-	-	-
4	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

LOGISTICS & SUPPLY CHAIN MANAGEMENT			
Subject Code	18MS04T1	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To describe the issues in Logistics Supply Chain Management • To provide them with the tools to analyze and solve business problems. • To discuss about International Supply Chain Management 			
Unit – I			
Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.Customer service and retention- Basic service capability Value added services			Hours – 10
Unit -2			
Measuring logistics costs and performance: The concept of Total Cost analysis – Principles of logistics costing –Impact of Logistics on shareholder value - customer profitability analysis – cost drivers and activity-based costing.			Hours – 10
Unit – 3			
Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution –channel relationships –logistics service alliances.			Hours – 10
Unit – 4			
Sourcing, Transporting and Pricing Products: sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management - .			Hours –10
Unit – 5			
Managing global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Ability to understand the issues in Logistics Supply Chain Management • Family with the tools to analyze and solve business problems. 			

<ul style="list-style-type: none"> • Know the t International Supply Chain Management
<p>QUESTION PAPER PATTERN:</p> <p>SECTION A:</p> <ul style="list-style-type: none"> • Five one page answer questions from each unit. <p>SECTION B:</p> <ul style="list-style-type: none"> • Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> • Case Study (Compulsory question)
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011. 2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012. 3. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011 4. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013 5. Sudhir Bhatt, Logistics and Supply Chain Management, Himalaya Publishing House, 6. R.P.Mohanthy: Supply Chain Management, Biztantra, New Delhi, 2010.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	3	-	-	-	-	-	-	-
2	-	3	-	-	-	-	-	-
3	-	-	-	-	3	-	-	-
4	-	3	-	-	-	-	-	-
5	-	-	-	3	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

ENTREPRENEURSHIP DEVELOPMENT			
Subject Code	18MS04T2	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> To expose the students of Business Management to appreciate and understand the concepts and fundamentals of Entrepreneurship To understand the process of business idea generation and converting the idea into a business model. 			
Unit -1			
Entrepreneurship: Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.			Hours – 10
Unit -2			
Training: Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes			Hours – 10
Unit – 3			
Planning and Evaluation of Projects: Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.			Hours – 10
Unit – 4			
Small and Micro Enterprises: Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business.			Hours –10
Unit – 5			
Institutional Support to Entrepreneur and MSMEs: Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions- Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> Understand the concepts and fundamentals of Entrepreneurship Understand the process of business idea generation and converting the idea into a business model. 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> Three easy type questions out of five questions. 			
SECTION C:			

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. Rajeev Roy: "Entrepreneurship", Oxford University Press, New Delhi, 2012
2. Charantimath, Entrepreneurship Development, Small Business Development, Perason Education, 2011
3. Vasanth Desai, Entrepreneurship Development, Himalaya Publishing House, 2010.
4. Gordon Nata Rajan, Entrepreneurship Development, Himalaya Publishing House, 2010.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	-	-	3
2	-	3	-	-	-	-	-	-
3	-	3	-	-	-	-	-	-
4	-	3	-	-	-	-	-	-
5	-	3	-	-	-	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

FINANCIAL MARKETS & SERVICES			
Subject Code	18MS04F3	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
<ul style="list-style-type: none"> • To know the structure of Indian Financial System and also appreciate the role of SEBI • To describe the regulatory framework of Financial Services in India • To familiarize the rating methodologies of Credit Rating Agencies in India 			
Unit -1			
Structure of Financial System: Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.			Hours – 10
Unit -2			
Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.			Hours – 10
Unit – 3			
Venture Capital: Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.			Hours – 10
Unit – 4			
Credit Rating: Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;			Hours –10
Unit – 5			
Mutual Funds: Concept and Objectives, Functions and Portfolio Classification, Organization and Mangement, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations role of NSDL and CSDL.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Able to understand the structure of Indian Financial System & understand the role of SEBI • Ability to understand the legal framework of Financial Services in India • Understand the various credit rating agencies (CRISIL, CARE, ICAR) rating methodologies 			
QUESTION PAPER PATTERN:			
SECTION A:			

<ul style="list-style-type: none"> • Five one page answer questions from each unit. <p>SECTION B:</p> <ul style="list-style-type: none"> • Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> • Case Study (Compulsory question)
<ul style="list-style-type: none"> • Gordon & Nata Rajan, Financial Markets & Services, Himalaya Publishing House • Kothari, Financial Services in India, Response Books, 2013 • Tumuluri Siddhaiah, Financial Services, Pearson Education, 2011 • Bala Guruswamy, Indian Financial System, McGraw Hill, 2009

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	2	-	-	-	-	-	3
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

GLOBAL FINANCIAL MANAGEMENT			
Subject Code	18MS04F4	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. • To discuss an overview of Foreign Exchange Markets. • To familiarize the International Tax Environment and International Capital Budgeting 			
Unit -1			
Introduction to Global Financial Management: Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities-Importance of Global Factors- Regulatory and Legal Frame Work- Global Organizational Restructuring- International Monetary System- Exchange Rates and Par			Hours – 10
Unit -2			
Management of Exchange and Interest Rates Exposure: Determination of Exchange Rates- Balance of Payments (Equilibrium vs Disequilibrium)- International Trade Flow- Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk- Management of International Transactions Exposure			Hours – 10
Unit -3			
Management of Global Business Operations and Practices: Operational Strategies of MNCs- Management of Global Business Practices- Sources of funds for MNCs- Operations in International Financial Markets- Inter-Corporate Funds Flow- Market for Currency Futures and Currency Options.			Hours – 10
Unit – 4			
International Investment Decision : Foreign Direct Investment- International Capital Budgeting- Evaluation and Management of Political Risk- Global Portfolio Investment- International Global Financial Decisions- Role of Multi Lateral Development Banks- Global Financial Market Instruments- Management of Interest Rate Risk- Shorter Asset and Liability Management.			Hours –10
Unit – 5			
Global Indebtedness*: External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges- Short -Term Financing- Internal Financing by MNCs.			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • A broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. • Able to know an overview of Foreign Exchange Markets.\ 			

<ul style="list-style-type: none"> Familiarize the International Tax Environment and International Capital Budgeting
QUESTION PAPER PATTERN: SECTION A: <ul style="list-style-type: none"> Five one page answer questions from each unit. SECTION B: <ul style="list-style-type: none"> Three easy type questions out of five questions. SECTION C: <ul style="list-style-type: none"> Case Study (Compulsory question)
REFERENCE BOOKS: <ol style="list-style-type: none"> Eun C.S., Resnick B.G: “International Financial Management”, Tata McGraw Hill Education Pvt. New Delhi 2010 Sharan V., “International Financial Management”, PHI Learnings, New Delhi, 2012. V.A.Avadhani: “International Financial Management” Himalaya Publication, 2013 Ephraim Clark: “International Financial Management”, Cengage Learning. 2010

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	3	-	-	-
3	-	2	-	-	3	-	-	-
4	-	3	-	-	3	-	-	-
5	-	2	-	-	3	-	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

FINANCIAL RISK MANAGEMENT			
Subject Code	18MS04F5	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To describe the Risk management concept • To discuss the various techniques and tools of Risk Management • To familiarize the various risk measurement techniques. 			
Unit -1			
Introduction to Risk Management: Concept, nature and scope of risk. Possible risk events and risk indicators. Risk Management Process: prerequisites and fundamentals misconceptions of risk. Types of risk: Product market risk and capital market risk. An integrated approach to corporate risk management and methods. Comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.			Hours – 10
Unit -2			
Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR. Non-Insurance methods of Risk management vs. Risk avoidance, Loss Control, Risk retention and Risk transfer. Asset-Liability Management (ALM) evolution and RBI guidelines. Capital adequacy ratio Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.			Hours – 10
Unit – 3			
Techniques and Tools of Risk Management: The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock/ derivative market: Forward contracts: Definition, features and pay-off profile of Forward contract, Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk- limitations of Forward contract. Futures contracts: Definition of future contracts. clearing house, margin requirements, marking to the market. valuation of futures contracts. Risk management with Futures contracts–the hedge ratio and the portfolio approach to a risk–minimizing hedge.			Hours – 10
Unit – 4			
Techniques and Tools of Risk Management: SWAPS; Definition, types of swaps. Interest rate swaps, Currency swaps. Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue to hedge against risk of an increase in Cost, to hedge against risk of a decline			Hours –10

in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.	
Unit – 5	
Techniques and Tools of Risk Management: Options; Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models	Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.	
COURSE OUTCOMES:	
<ul style="list-style-type: none"> • Able to know the Risk management concept • Familiar the various techniques and tools of Risk Management • Understand the various risk measurement techniques. 	
QUESTION PAPER PATTERN:	
SECTION A:	
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 	
SECTION B:	
<ul style="list-style-type: none"> • Three easy type questions out of five questions. 	
SECTION C:	
<ul style="list-style-type: none"> • Case Study (Compulsory question) 	
REFERENCE BOOKS:	
<ol style="list-style-type: none"> 1. Rajiv Srivastava: “Derivatives Valuation and Risk Management”, Oxford University Press.2012 2. Vivek, P.N.Asthana: “Financial Risk Management”, HimalayaPublishing House,2012 3. Dun and Bradstreet: “Financial Risk Management”, TMH, Delhi. 2011 4. Paul Hopkins, Kogan Page: “Fundamentals of Risk Management”, Institute of Risk Management. 2010, 5. Jayanth Rama Varma: “Derivatives and Risk Management”, TMH, 2012 	

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	2	-	-	-	3	-	-
3	-	2	-	-	-	3	-	-
4	-	2	-	-	-	3	-	-
5	-	2	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

TAX MANAGEMENT			
Subject Code	18MS04F6	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To describe the Legal Principles of Taxation Laws in India. • To present the various tax management decisions in company. • To familiarise the various tax incentives and schemes • To describe the Tax planning for Individuals 			
Unit -1			
Direct and Indirect Taxes: Income Tax Act 1961 – Basic concepts – Income – Agricultural Income – Residential Status – Income exemption from tax – Income from House Property – Computation of Salary Income – Income from Business and Profession – Capital Gain from other sources – computation of Total Income. Indirect Taxes – Excise Duty – Introduction – Nature – Basic Concepts – Types and Taxable Event for Excise Duty.			Hours – 10
Unit -2			
CENVAT : Input Goods and Services for CENVAT – Capital Goods for CENVAT – Exempted Final Products / Output Services – Customs Duty – Introduction – Basic Concepts – Scope and Converge of Customs Duty – Nature of Customs Duty – Classification for Customs – Types of Custom Duties – Exemptions from Customs Duty – Valuation for Customs Duty.			Hours – 10
Unit – 3			
Introduction to Tax Planning: Nature of Tax – Essential components in levy of tax – Legal Principles of taxation laws – Five basic Rules of interpretation of statutes – Law Lexicon and Legal Maxims – Concepts of Tax Avoidance, Tax Evasion – Tax Planning and Tax Management.			Hours – 10
Unit – 4			
Tax Management Decisions: Tax considerations - Management Decisions, such as make / buy- own/lease - export/local sale - Guidelines to Tax planning – Relief's – Concessions – Rebates – Deductions – Incentives (Payment of Advance Tax) – Filing of Returns – Refunds – Penalties for non-compliance.			Hours –10
Unit – 5			
Multi National Taxation: Bilateral Tax Treaties- Transfer Pricing for Tax Planning – Uses of Inter Company Loans- Tax Intensives Organizational Setup of MNCs- Tax Reliefs and Rebates in India- Tax Credits- Tax Havens- Investment Decision on Tax Planning- Global Investment and Tax Incentives- Transfer Pricing Methods- Measures to Plug Tax Loopholes			Hours – 10
Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.			
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Able to understand the Legal Principles of Taxation Laws in India . • Understand the various tax management decisions in company. • Familiar the various tax incentives and schemes 			

<ul style="list-style-type: none"> • Know the Tax planning for Individuals
<p>QUESTION PAPER PATTERN:</p> <p>SECTION A:</p> <ul style="list-style-type: none"> • Five one page answer questions from each unit. <p>SECTION B:</p> <ul style="list-style-type: none"> • Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> • Case Study (Compulsory question)
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. T.N Manoharan, Direct Tax laws. Snowwhite Publishers, 2. Sighania and Sighania, Direct Taxies and Law and Law Practice, Taxmann's Publishers. 3. V. Balachandran , Taxation Law and Practices, Prenties hall of India. 4. Dr. Girish Ahuga, Dr.Gupta Practical Approach to Direct and Indirect Taxes, Wolters Kluwer.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	-	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

SERVICES MARKETING			
Subject Code	18MS04M3	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ol style="list-style-type: none"> 1. Understand the theory and concepts pertaining to Services marketing. 2. Define the role of Services marketing and discuss its core concepts and explain the relationship among customer value, satisfaction, productivity and quality. 3. Understand how to develop effective service marketing strategies that emphasizes the value exchange between suppliers and their customers 4. Discuss how marketing managers go about developing profitable customer relationships in the Services marketing area 			
Unit -1			
Introduction to Services Marketing: Scope and Definition- Services Marketing Environment- Definition- Goods and Services- Components of Service- Characteristics- Service Delivery as a System- Service Facility Design and Layout- HRM Issues- -Building Services Aspirations- Tracking Customer Behavior-.			Hours – 10
Unit -2			
Key Dimensions of Services Marketing: Introduction- Service Environment- Service Blue Printing- Service Encounter- Customer Expectations- Demand- Supply Management- Service Quality- Service Quality Gap- Service Quality Audit-Delivering Quality ServicesCommunication Strategies- Bench Marking-TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.			Hours – 10
Unit – 3			
Management of Services Marketing: Introduction- Marketing Mix-Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments- Positioning the Services- Creating and Maintaining Value Relationship- Market Leadership Strategies			Hours – 10
Unit – 4			
Service Marketing Practices I: Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations- Regulatory Mechanism- Marketing of Hospitality, Travel and Tourism Products-Marketing for Travel and Tourism- Segmentation- Tourism Marketing Strategies- Yield Management- Services Delivery- Global Service Quality-Marketing of Educational, Software and other Professional Services			Hours –10
Unit – 5			
Service Marketing Practices II: Marketing of Health Care, Cellular and Entertainment Services Health Care Marketing Strategy- Major Hospital Products- Cellular Promotion Mix- Entertainment Marketing Mix-Emerging Influence of Retailing and Shopping Malls- Internationalization of Services- Liberalization of Services- Off shoring – ITES- Industry Structure- Business Models			Hours – 10

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.
COURSE OUTCOMES: <ul style="list-style-type: none"> • Develop familiarity with the concepts of Services Marketing • To show that the characteristics of services affect a real-life customer experience. • Enhance their abilities to apply target marketing strategies in various and specific marketing situations. • Develop an awareness and appreciation of research applicable to Services Marketing.
QUESTION PAPER PATTERN: SECTION A: <ul style="list-style-type: none"> • Five one page answer questions from each unit. SECTION B: <ul style="list-style-type: none"> • Three easy type questions out of five questions. SECTION C: <ul style="list-style-type: none"> • Case Study (Compulsory question)
REFERENCE BOOKS: <ol style="list-style-type: none"> 1. Rajendra Nargundkar: Services Marketing, TMH, New Delhi 2011. 2. Christian Gronroos: Service Management and Marketing, Wiley India, New Delhi, 2010 3. Ram Mohan Rao, K: "Services Marketing", Pearson Education, New Delhi, 2013. 4. Govind Apte: Services Marketing, Oxford University Press, New Delhi, 2010 5. Varlic Zeithamal Services Marketing, Tata McGraw Hill.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	3	-	-	-	3	-	-
3	-	3	-	-	-	3	-	-
4	-	-	-	-	-	3	-	-
5	-	3	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

PROMOTION & DISTRIBUTION MANAGEMENT			
Subject Code	18MS04M4	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To describe the various Promotional tools and its objectives. • To demonstrate the overview of Distribution management • To specify the Designing Channel System. 			
Unit -1			
Introduction to Promotional Management: Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior- Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.			Hours – 10
Unit -2			
Introduction to Distribution Management: Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in Physical Distribution- Challenges and Opportunities- From Physical Distribution to Marketing Logistics- Major Logistics Functions			Hours – 10
Unit – 3			
Marketing Channels: Nature and Importance of Marketing Channels- Emergence of Marketing Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions			Hours – 10
Unit – 4			
Channel Institutions and Designing Channel System: Wholesaling- Agent Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns- Channel Design Decisions- Channel Design Comparison Factors- Ideal Channel Structure- Types of Channels- Implementation and Integration of Channel Design.			Hours – 10
Unit – 5			
Ethical and Social Issues in Distribution Management: Business Ethics and Sales Management- Ethical Issues facing Sales Managers- Managing Sales Ethics- Modeling Ethical Behavior- Making Decisions on Ethical Problems- Building a Sales Ethics Programme- International Distribution- Challenges in Managing an International Distribution Strategy.			Hours – 10
<ul style="list-style-type: none"> • Understand the various Promotional tools and its objectives. • Familiar with the overview of Distribution management • Understand the Designing Channel System. 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			

- Three easy type questions out of five questions.

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. Pingali Venugopal: "Sales and Distribution Management", Sage Publications, New Delhi, 2008.
2. Dr. S. L. Gupta: "Sales and Distribution Management", Excel Books, 2010
3. Geroge Belch, Edward Belch, Keyoor Purani, Advertising and Promotion, McGraw Hill, 2009.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	2	-	-	-	3	-	-
2	-	2	-	-	-	3	-	-
3	-	2	-	-	-	3	-	-
4	-	2	-	-	-	3	-	-
5	-	2	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

GLOBAL MARKETING MANAGEMENT			
Subject Code	18MS04M5	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To clearly distinguish between Domestic Marketing and International Marketing. • To discuss the various Strategies of Market Entry at International Level. • To describe the Marketing Mix decision in International Level. 			
Unit -1			
Introduction to Global Marketing: Scope and Significance of global Marketing, - Difference between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing.			Hours – 10
Unit -2			
International marketing strategy: Entry strategies in Global markets – modes of entries in global markets – global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms			Hours – 10
Unit – 3			
Global Product & Price management: International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets – International Product Life Cycle – Product and culture – Global brand leadership – : Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing			Hours – 10
Unit – 4			
Global Marketing Channels and Promotion for global markets: channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns - Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.			Hours –10
Unit – 5			
Export procedures and documents: Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Understand the difference between Domestic Marketing and International Marketing • Familiar the various Market Entry Strategies at International Level 			

<ul style="list-style-type: none"> Understand the Marketing Mix decision in International Level
<p>QUESTION PAPER PATTERN:</p> <p>SECTION A:</p> <ul style="list-style-type: none"> Five one page answer questions from each unit. <p>SECTION B:</p> <ul style="list-style-type: none"> Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> Case Study (Compulsory question)
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> Warren Keegan, Global marketing Management, Pearson Education, P.K. Vasudeva, International Marketing, Excel Books Czinkota: International Marketing, Cengage Learning, New Delhi, 2009 Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002. R.Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010 U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008 Fracis Cherunilam, International Marketing , Himalaya Publishing House Ravi Sarathy, Vernn Trepestra, Intenational Marketing, Thomson South – Western Subhash C. Jain, International Marketing, Thomson South – Western.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	3	-	3	-	-
2	-	2	-	3	-	3	-	-
3	-	-	-	3	-	3	-	-
4	-	-	-	3	-	3	-	-
5	-	-	-	3	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

PRODUCT & BRAND MANAGEMENT			
Subject Code	18MS04M6	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To describe the basic concepts of Product • To demonstrate the various Branding Strategies adopted by the companies • To discuss about the Packaging decisions 			
Unit -1			
Basic concept of Product: Product planning – Defining Market strategies for leaders, challengers, Followers. Product life Cycle and market evaluation – product differentiation and deletions. Product Portfolio Analysis			Hours – 10
Unit -2			
New Product Development: Categories of New Product – New product Development - New Product Launch – product modification – pricing decision – customer and competitor analysis – product forecasting and financial analysis			Hours – 10
Unit – 3			
Concept of Branding: Traits of Successful Brands – Brand Positioning – Anatomy of Brand – Leveraging Brands, Brand equity, Brand extension and Brand Building. Model for Global Brand Building			Hours – 10
Unit – 4			
Marketing Organisation: Market Testing – Launch Management – Marketing Metrics – Public policy Issues – Product liability- Environmental needs – Sale methods- Brand Repositioning - Channel Management – Customer Relationship Management			Hours –10
Unit – 5			
Packaging: Introduction – Advantages and Importance of Packaging Packaging design – Consumer protection. Product Piracy, Worthy Products - Personal ethics and Residual Issues - Packaging trends in India.			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Ability to understand the basic concepts of Product • Familiar with the various Branding Strategies adopted by the companies • Understand the Packaging decisions 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> • Three easy type questions out of five questions. 			
SECTION C:			
<ul style="list-style-type: none"> • Case Study (Compulsory question) 			
REFERENCE BOOKS:			
1. Kevin Lane Keller, Strategic Brand management, Pearson Education			

2. Harsha V. Varma, Brand Management, Excel Books, 2008.
3. Ramanuja Majumdar, Product Management in India, Prentice Hall of India, 2008
4. R.K. Srivatsava, Product Management and New Product Management, Excel Books, 2009.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	3	-	-	-	3	-	-
2	-	3	-	-	-	3	-	-
3	-	-	-	-	-	3	-	-
4	-	3	-	-	-	3	-	-
5	-	3	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

ORGANISATIONAL DEVELOPMENT & CHANGE MANAGEMENT			
Subject Code	18MS04H3	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To discuss the nature of change management in organisation. • To describe the various Organisational Development interventions • To familiarise the various team building concepts 			
Unit -1			
Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.			Hours – 10
Unit -2			
Mapping Change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization			Hours – 10
Unit – 3			
Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners			Hours – 10
Unit – 4			
Negotiated Change: Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.			Hours –10
Unit – 5			
Team Building: Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team - High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant— contemporary issues in managing teams.			Hours – 10
COURSE OUTCOMES:			
<ol style="list-style-type: none"> 1. Understand the nature of change management in organisation. 2. Familiar the various Organisational Development interventions 3. Understand the various team building concepts 			

QUESTION PAPER PATTERN:**SECTION A:**

- Five one page answer questions from each unit.

SECTION B:

- Three easy type questions out of five questions.

SECTION C:

- Case Study (Compulsory question)

REFERENCE BOOKS:

1. Cummings: "Theory of Organisation Development and Change", Cengage Learning, New Delhi, 2013.
2. Radha R Sharma: Change Management, TMH, New Delhi, 2012
3. Kavita Singh, Organisational change and development, Excel Books
4. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
5. Nilanjan Sengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
6. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
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3	-	2	-	-	-	3	-	-
4	-	-	-	2	-	3	-	-
5	-	-	3	-	2	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

GLOBAL HRM			
Subject Code	18MS04H4	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To give students the knowledge, key skills that are required by today's HR professionals • To Identify and analyse the problems in the field of HRM and be able to provide innovative solutions 			
Unit -1			
Introduction: A Global HR Perspective in New Economy-Challenges of Globalization Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.			Hours – 10
Unit -2			
Managing International Assignments: Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems.			Hours – 10
Unit – 3			
Cross Culture Management: Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.			Hours – 10
Unit – 4			
Compensation Management: Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.			Hours –10
Unit – 5			
Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture			Hours – 10
COURSE OUTCOMES:			
<ul style="list-style-type: none"> • Ability to understand the knowledge, key skills that are required by today's HR professionals • Understand to identify and analyse the problems in the field of HRM and be able to provide innovative solutions 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> • Three easy type questions out of five questions. 			
SECTION C:			

<ul style="list-style-type: none"> • Case Study (Compulsory question)
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011 2. Peter Dowlings, International Human Resource Management, Excel Books 3. NilanjanSen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi. 4. Tony Edwards :“International Human Resource Management”, Pearson Education, New Delhi, 2012 5. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	2	3	-	-
2	-	-	-	2	-	3	-	-
3	-	-	-	3	-	3	-	-
4	-	-	-	-	2	3	-	-
5	-	2	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

LABOUR WELFARE & LEGISLATION			
Subject Code	18MS04H5	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To discuss the importance Labour Laws in India • To describe the various Labour Legislations • To familiarise the concept of employee welfare and various programmes 			
Unit -1			
Welfare Legislation: Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act			Hours – 10
Unit -2			
Industrial Relations Legislation: Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.			Hours – 10
Unit – 3			
Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen’s Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.			Hours – 10
Unit – 4			
Labour Welfare: Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.			Hours –10
Unit – 5			
Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers’ Education; Workers’ Cooperatives; Welfare Centers, Welfare Officers’ Role, Status and Functions. Role of social work in industry.			Hours – 10
COURSE OUTCOMES:			
<ol style="list-style-type: none"> 1. Understand the importance Labour Laws in India 2. Familiar the various Labour Legislations 3. Understand the concept of employee welfare and various programmes 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			
<ul style="list-style-type: none"> • Three easy type questions out of five questions. 			
SECTION C:			
<ul style="list-style-type: none"> • Case Study (Compulsory question) 			
REFERENCE BOOKS:			
<ol style="list-style-type: none"> 1. B.D. Singh, Industrial Relations, Excel Books, 2009. 2. P.K.Padhi, Industrial and Labour Laws, Prentice Hall of India 2017. 			

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| <p>3. Malik, P.L: “Industrial Law”, Eastern Book Company. Laknow,1977</p> <p>4. Moorthy, M.V: “Principles of Labour Welfare”, Oxford University Press, New Delhi.</p> <p>5. Pant, S.C: “Indian Labour Problems”, Chaitanya Pub. House. Allahabad.</p> |
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COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	3	-	3	-	-
2	-	-	-	3	-	3	-	-
3	-	-	-	3	-	3	-	-
4	-	-	-	3	-	3	-	-
5	-	2	-	3	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching

MANAGEMENT OF INDUSTRIAL RELATIONS			
Subject Code	18MS04H6	Internal Marks	40
Number of Lecture Hours/Week	04	External Marks	60
Total Number of Lecture Hours	04	Exam Hours	03
Credits – 03			
COURSE OBJECTIVES:			
<ul style="list-style-type: none"> • To discuss the historical perspective of Industrial Relations in India. • To present the various Social Security Measures in India • To familiarise the Employee Grievance Mechanism in India 			
Unit -1			
Industrial Relations Management: Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations-Labour Market.			Hours – 10
Unit -2			
Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.			Hours – 10
Unit – 3			
Quality of Work Life: Workers’ Participation in Management - Worker’s Participation in India, shop floor, Plant Level, Board Level- Workers’ Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace. Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage-Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.			Hours – 10
Unit – 4			
Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act relating to social security – Workers’ education objectives -Rewarding.			Hours –10
Unit – 5			
Employee Grievances: Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances – Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.			Hours – 10
COURSE OUTCOMES:			
<ol style="list-style-type: none"> 1. Able to understand the Historical Perspective of Industrial relations in India 2. Understand the various Social Security measures in India 3. Know the employee grievance mechanism in India. 			
QUESTION PAPER PATTERN:			
SECTION A:			
<ul style="list-style-type: none"> • Five one page answer questions from each unit. 			
SECTION B:			

<ul style="list-style-type: none"> • Three easy type questions out of five questions. <p>SECTION C:</p> <ul style="list-style-type: none"> • Case Study (Compulsory question)
<p>REFERENCE BOOKS:</p> <ol style="list-style-type: none"> 1. C.S Venkataratnam: “Industrial Relations”, Oxford University Press, New Delhi, 2011 2. Sinha: “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi, 2013 3. Mamoria: “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi, 2010 4. B.D.Singh: “Industrial Relations” Excel Books, New Delhi, 2010

COURSE OUTCOMES TO PROGRAM OUTCOMES MAPPING:

CO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
1	-	-	-	-	-	3	-	-
2	-	-	-	-	-	3	-	-
3	-	-	-	-	2	3	-	-
4	-	-	-	2	-	3	-	-
5	-	3	-	-	-	3	-	-

3 – High; 2 – Medium; 1 – Low; 0 = No Matching