

Old Syllabus		New Syllabus	
Principles of Management			
Sub Code	Unit wise Syllabus	SubCode	Unit wise Syllabus
A01	Module1: The concept of Management: Development of Management Thought: Schools of Management Thought: The Process of Management; The Process of Decision making.	A01	Definition of Management, functions of Management, Managerial skills and organizational hierarchy, productivity, efficiency, and effectiveness. The evolution of management thought: F W Taylor, Henry Fayol, Elton Mayo and others. Approaches to management, The managerial functions: Planning, Organizing, Staffing, Leading and Controlling. Types of business organizations, organization culture, current trends & issues in management
	Module 2: Planning: The Nature and Purpose of Planning, Objective of Planning, Planning Premises, Policies Procedures and Methods; Forecasting and Planning, planning process.		Managerial planning and its importance, types of plans, steps in planning, nature and objectives of planning, hierarchy of objectives, setting objectives, MBO. Nature and purpose of strategies – the strategic planning process, nature of decision making process, evaluation of alternatives, creativity and innovation, Brainstorming, Planning process
	Module 3 : Organizing: Nature and Purpose of Internal Organization of Business Enterprise; Principles of Organizing; Span of Management; Departmentation; Line and Staff Authority relationship; Service departments Managerial Hierarchy; Centralization vs. Decentralization of authority; Delegation of Authority; Committees		Organizing :Meaning and purpose of organizing, organization structure, formal and informal organization, organizational levels and the span of management, factors determining effective span, organization structure and departmentation, line and staff authority relationships and decentralization, staffing concepts, approaches to manager development, performance management and performance appraisal, team evaluation approach.
	Module 4 : Staffing; Managerial Job; Selection of Personnel; Development and Training of Personnel; Appraisal of Personnel; Promotion.		Directing Human factors in managing, Motivation, theories of motivation & motivational techniques – McGregor's Theory x and Theory y, Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's motivation-hygiene theory, etc., job

	Module 5: Directing; Nature of Directing; Leadership; Motivation; Supervision; Communication, Morale, Discipline.		enrichment, leadership, ingredients of leadership, leadership theories (approaches), leadership behavior and styles, types of leadership, communication, purpose of communication, communication process, types and norms of communication, communication barriers, guidelines for improving communication, listening and its importance in effective communication, electronic media in communication
	Module 6: Co-ordination; Need for Co-ordination Principles; Techniques of Co-ordination. Control; Process of Control; Techniques and Tools; Control of over-all performances. Modern trends in Management; Management by Objectives, participative Management		Controlling Meaning, the basic control process, critical control points, real-time information and control, control of overall performance, types of control, The Balance Scorecard, Requirements for effective controls, The concept of Budgeting, dangers in budgeting, zero-base budgeting, Gantt Charts, PERT (Program Evaluation Review Technique), Information Technology, Productivity problems and measurement, and tools and techniques for improving productivity

Old Syllabus		New Syllabus	
MICRO ECONOMICS FOR MANAGERS/: Business Environment for Managerial Decision Making			
SubCode	Unit wise Syllabus	SubCode	Unit wise Syllabus
A02	Module 1 : Overview, definition, nature and scope of Managerial Economics. Demand Analysis and Forecasting Factors affecting demand, demand distinctions, Price and income elasticity of demand, Methods of demand forecasting, Demand forecasting over Product Life Cycle. Project on Demand Forecasting	A2	Overview, definition, nature and scope of Managerial Economics. Demand Analysis and Forecasting Factors affecting demand, demand distinctions, Price and income elasticity of demand, Methods of demand forecasting, Demand forecasting over Product Life Cycle. Project on Demand Forecasting
	Module 2 : Production Functions, Cobb-Douglas Production Function, cost-input relationship Returns to scale, factors of productivity Cost concepts – cost output		Production Functions, Cobb-Douglas Production Function, cost-input relationship Returns to scale, factors of productivity Cost concepts – cost output relationships in the short run and the long run,

	relationships in the short run and the long run, economies of scale.		economies of scale
	Module 4 : Market Structure and Pricing Theory Market Structure – perfect competition, monopoly, monopolistic competition oligopoly, Kinky demand curve, Price output decisions under different market structures.		Market Structure and Pricing Theory Market Structure – perfect competition, monopoly, monopolistic competition oligopoly, Kinky demand curve, Price output decisions under different market structures
	Module 5 : Pricing Policies and Practices – Pricing Strategies, Price discriminations, price leadership.		Behaviour of the Firm and Profit Theories, Nature and Objectives of the Firm, Theories of the Firm, Overview of the alternate theories of the objectives and behaviour of the firm, Profit theories, Profit maximization as an objective
	Module 6: Behaviour of the Firm and Profit Theories Nature and Objectives of the Firm, Theories of the Firm, Overview of the alternate theories of the objectives and behaviour of the firm, Profit theories, Profit maximization as an objective		Overview, definition, nature and scope of Macro economics
			Macroeconomic policies in India: Fiscal policy, Budget (union budget) Direct and indirect taxes, revenue and expenditure of union government, exim. policy, LPG policy
			National Income; Concepts, Basic Terminology, Income and Product Concepts, Fundamental National Accounting Identities and measurement. Income, Price Level and Employment: consumer income, consumer price index, employment, types of employment, government of India policy, unemployment
			Consumption Function: Aggregate Investment, Multiplier Concepts,

			Monetary system: Concepts of Money Supply, Central Bank, Banking System; Money Markets , commercial banks in India, banking sector reform in India and RBI, Balance of Payment: concept, component, trend in balance of payment. Monetary and credit policy, Money and Interest Rate, IS – LM Analysis, Aggregate Supply and Price Level. Trade Blocks. Digital / Cashless Economy.
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Old Syllabus		New Syllabus	
QUANTITATIVE METHODS I/Business Statistics			
Sub Code	Unit wise Syllabus	SubCode	Unit wise Syllabus
A03	Module 1: Application of quantitative methods in managerial decision making. Data Processing and Analysis: Classification, Summarization of Data, Frequency Distribution. Measures of Central Tendency- Arithmetic Mean, Median-Measures of Dispersion- Range, Quartile Deviation, Standard Deviation, Coefficient of variation. Estimation, confidence intervals	A3	Descriptive statistics: Application of statistics to managerial decision making. Data Processing: Classification & tabulation, Summarization of Data, Frequency Distribution.
	Module 2: Probability Concepts, Revision of Probabilities using Bayes' formula, commonly used probability distributions, Binomial, Poisson, Normal and Exponential and their characteristics. Sampling methods, random, stratified, cluster and probability proportional to size, Sampling distributions, Sampling Design- various probability and non probability methods.		Graphical Representation of data and their use in statistics: Line graphs, Pie charts, Bar graph, Scatter plot, Stem and plot, Histogram, Frequency polygon, Frequency curve, Candle stick. Drawing graphs using MS Excel
	Module 3 : Hypothesis testing basic concepts, hypothesis testing for means and proportions for small and large samples. Chi-square test for goodness of fits and independence. (ANOVA)		Measures of Central Tendency: computation of Mean, Median, Mode, limitations of averages, Measures of Dispersion, objectives and significance- Range, Quartile

	Analysis of variance.		Deviation, mean deviations, Standard Deviation, variance, Coefficient of variation, Skewness & kurtosis
	Module 4 :Index Numbers – construction of an Index Number – Index Number in use. Presentation of data – tables, graphs preparation and presentation of report. Simple Regression and Correlation, Multiple Regression, use of SPSS in Statistical Analysis		Regression and Correlation: Correlation, Simple & Multiple Regression
	Module 5 : Mathematics for Managers: Arithmetic and Geometric Progression – application to mathematics of finance. Variables and functions graphs, Linear, Quadratic and Exponential functions. Increasing and decreasing functions – managerial applications Derivative as a measure of rate of change, applications in economics, Elasticity, Total, Marginal and Average Curves, Maximum and Minimum of functions. Data processing – Discussion of statistical packages in use – SPSS, SYSTAT, MATLAB		Index Numbers: Index Numbers: construction of an Index Number – and applications. Layspers’, Paasches, MarshallEdworth and Fisher Index No. Time reversal and factor reversal tests, Time series analysis, methods, graphical, semi average, moving average , least square methods
			Probability and Distribution: Probability Concepts, Bayes’ formula applications, commonly used probability distributions, Binomial, Poisson, Normal and Exponential and their characteristics. [ No Theorems derivations]

Old Syllabus		New Syllabus	
FINANCIAL ACCOUNTING FOR MANAGERS/Financial Accounting for Managers			
SubCode	Unit wise Syllabus	SubjCode	Unit wise Syllabus
A04	Module 1 : Basics of Accounting - Role of Financial Accounting - Function, Basic Accounting Concepts and Conventions underlying the preparation of Financial Statements –	A8	Introduction to Financial Accounting - Accounting information, Objectives of Financial Accounting – Accounting Concepts & Conventions - Introduction to Accounting

			<b>Standards and Accounting Policy (AS – 1,2,3,6,10 &amp; 20)</b>
	Module 2 : Double entry book keeping system - Books of Accounts & Trial Balance and Preparation of Profit & Loss Account and Balance Sheet, Rectification of errors.		Accounting Process - Double Entry System of Accounting – Journal – Ledger - Trial Balance <b>Preparation of cash book, preparation of Bank Reconciliation Statement</b> and Rectification of errors)
	Module 3 : Accounting Standards and Policy: An Introduction to Accounting Standards and Accounting Policy Choices, Revenue recognition - Inventory Valuation, Principles of Inventory Valuation - Fixed Assets and Depreciation Accounting and Principles Involved.		Revenue recognition - Inventory Valuation – Principles, Methods ( FIFO, LIFO, Weighted Average Cost) - Accounting for Fixed Assets & Depreciation (SLM & WDV).
	Module 4 : Financial Reports, Notes on Accounting and Principles Involved. Contingent Liabilities and Post Balance Sheet Events.		Preparation of Final Accounts of Trading & Manufacturing firms with adjustments (Closing Stock, <b>Accrued Incomes and Expenses, Depreciation, Appreciation, Bad Debts &amp; PDD etc.) – Practical application of software packages for Accounting.</b>
	Module 5 : Analysis and Interpretation of Financial Statements: Understanding the status and performance of Enterprise. Cash Flow Statement Funds Flow Statement and Ratio Analysis. Trend, inter firm, industry and recent reports of different companies for analysis.		Preparation of Company Financial Statements - Contingent Liabilities and Post Balance Sheet Events – <b>Introduction to IFRS - Ratio Analysis – Comparative Statements, Common-size Statements &amp; Trend Analysis.</b>

Old Syllabus		New Syllabus	
Marketing Management I/ Marketing Management			
Sub Code	Unit wise Syllabus	SubCode	Unit wise Syllabus

A05	<p>: Introduction to Marketing Management:</p> <p>Meaning and nature of marketing management-objectives, scope and philosophies of Marketing Management, - Functions of Marketing Management Analyzing marketing opportunities</p>	A6	<p>Understanding Marketing Management: Defining marketing for new realities; value, scope, concepts of marketing, understanding 4 Ps, marketing management tasks, Developing marketing strategies and plans; Marketing and customer value, corporate and division strategic planning, Business Unit strategic planning, nature and contents of marketing plan, Creating long term loyalty relationships, Creating and Capturing Customer Value, satisfaction and loyalty, maximizing customer lifetime value, cultivating customer relationships.</p>
	<p>Marketing Planning</p> <p>Meaning and significance of marketing planning – Strategic planning – Marketing planning process –Managing the marketing effort – Planning of marketing mix elements of marketing mix and place of marketing mix in marketing planning.</p>		<p>Capturing Marketing Insights: Analyzing the Marketing Environment Collecting information and Forecasting and demand measurement, conducting marketing research, Modern marketing information system, Marketing intelligence, analyzing the macro environment, the scope of marketing research, marketing research process, measuring marketing productivity,</p>
	<p>Marketing Organization :</p> <p>Meaning , Scope and importance of marketing organization – Evolution of marketing department – Basic types of organization structure – Line, Line and Staff, Functional, Committee, Geographical, Product, Customer, Matrix Type and their merits and demerits – Marketing manager responsibilities and functions.</p>		<p>Connecting with Customers: Analyzing consumer markets and Consumer Buyer Behavior, influencing factors, key psychological processes, buying decision process, Analyzing Business markets and Business Buyer Behavior, participants in buying process, Purchasing/procurement process, stages in the buying process, developing, managing, B-to-B marketing programs tapping into global markets; deciding which markets to enter, deciding how to enter the global market, deciding on marketing program, country of Origin effects.</p>
	<p>Product Decision:</p> <p>Product Line, Product Mix, Product</p>		<p>Building Strong Brands: Identifying market segments and targets; basis for</p>

	<p>Life Cycle, Product Development, Branding and Packaging Decisions.</p>	<p>segmenting markets, market targeting, effective segmentation criteria, Crafting the brand positioning; developing brand positioning, choosing competitive frame of reference, establishing brand positions, alternative approaches to positioning, Creating Brand Equity; how does branding work? Defining brand equity, building brand equity, measuring brand equity, managing brand equity, devising brand strategy, customer equity, Addressing Competition and Driving growth; growth strategies, competitive strategies for marketing leaders, other competitive strategies, Product life cycle marketing strategies.</p>
	<p>5Distribution Decision: Major Channels, Channels for Consumer Product, Channels for Industrial Products.</p>	<p>Creating value: Creating Value for Target Customers, Setting Product Strategy; product characteristics and classifications, differentiation, design, product and brand relationships, packaging, labeling, warranties, and guarantees, Designing and managing Services; nature of services, new services realities, achieving excellence in services marketing, managing product-support services, Introducing New market offerings; new-product options, challenges in new product development, organizational arrangements, managing development process, consumer adoption process, 12 Developing pricing strategies; understanding pricing, setting the price, adapting the price, initiating and responding to price changes.</p>
		<p>Communicating Value: Designing and managing Integrated marketing communications; role of marketing communications, communications mix, developing effective communications, selecting the marketing communications mix,</p>



			managing the IMC process, Managing Mass communications; developing and managing advertising program, sales promotion, events and experiences, public relations, Managing digital communications; online marketing, social media, word of mouth, mobile marketing, Managing personal communications; direct marketing, customer database and database marketing, designing the sales force, managing the sales force, personal selling, relationship marketing.
			Delivering Value: Designing and managing Integrated marketing channels; Marketing channels and value marketing, the role of marketing channels, channel – design decisions, channel management decisions, channel integration and systems, E-commerce marketing practices, M-commerce marketing practices, conflict, cooperation, and competition, Managing retailing, Wholesaling, and logistics; private labels. Conducting Marketing Responsibility for Long term success: Managing a holistic marketing organization for the long run; trends in marketing practices. Socially Responsible marketing and Ethics marketing implementation and control, the future of marketing.

Old Syllabus		New Syllabus	
Introduction To Computers (including laboratory)		Information Technology for Managers	
SubCode	Unit wise Syllabus	SubCode	Unit wise Syllabus
A06	Module 1 : Introduction of Information Technology to managers, Computers, Components of Computer Operating systems like DOS & UNIX, Data Storage and	A5	Introduction of Information Technology to managers, Computers. Contemporary I/O devices, Data Storage devices, CPU management

	<p>Retrieval. Hardware: Computer Hardware, Fundamentals of Computers, Inputs to the Computer, Storage devices, Central Processing Units, Computer Output, Introduction to Internet Email</p>		
	<p>Module 2 : Computer Software-Systems software, Microsoft Disk Operating Systems, Compilers, open Systems, Application software, Word Processing Spreadsheets, Data Management, Graphics. Programming Languages, System utilities, programming in C language</p>		<p>Computer Software: System software and application software and their applications in Management. Operating systems, Types, Knowledge of Languages, compilers, System utilities, Virus, worms &amp; Trojan horse.</p>
	<p>Module 3 : Spreadsheets: History, Building a spreadsheet, Label and Values, Editing, File Retrieval and Saving, formatting in general, computation, user defined Formulae, Macros and Creation of menus, Importing and parsing.</p>		<p>Internet: Evolution of Internet, WWW, Development of WEB, Concept &amp; Context of Cyber Law, Domain names, Introduction to E-commerce, social networking. Strategies of Search engine (Google)</p>
	<p>Module 4 : Databases: Databases concepts with specific reference to relational databases. Databases, fields, type of fields, Creation and Data Entry. List and Display and Querying, Sorting, Indexing, Index files, Report Generators. Joining Databases and Programming in using databases software, SQL and Menu processing. Word processing DTP Data base Visual Fox Pro</p>		<p>Word Processing: Data Management, Tables, Graphics, cover page, printing, hyperlink, references, citation and bibliography, table of contents, Tables, Mailmerge, references: citation and bibliography, table of contents, and Cloud applications</p> <p>Spreadsheets: Building a spreadsheet, Editing, File management, formatting and printing, Computation: simple Functions and Formulae, conditional formatting and tables Spreadsheet Analytics: Pivot table, pivot chart, slicer, Macros, tables, data validation, charts, lookup</p>

			functions, online spread sheets, Cloud applications
	<u>Practicals</u> - MS Word <ul style="list-style-type: none"> <li>• Creating a new document</li> <li>• Opening an existing document</li> <li>• Saving a Document</li> <li>• Setting page margins</li> <li>• Page size and orientation</li> <li>• Creating tables.</li> <li>• Inserting graphics into a document</li> <li>• Applying a style</li> <li>• Creating a macro, Running a macro</li> <li>• Basic applications like letter writing, Formatting, Bulleting.</li> <li>• Introduction to WordArt, ClipArts, Autosshapes etc.</li> <li>• Important applications like use of Mail Merge etc.</li> </ul>		Databases: Concepts with specific reference to relational databases. Databases, fields, type of fields, DBMS, creation of tables, and database
	- MS Excel <ul style="list-style-type: none"> <li>• Introduction to spreadsheet</li> <li>• Entering data, saving worksheet, Aligning a worksheet</li> <li>• Inserting and deleting columns and rows</li> <li>• Using Chart wizard</li> <li>• Creating functions / formulae</li> <li>• Using autosum</li> </ul>		Introduction to HTML, Designing web pages, using tolls like – webpage maker etc.
	- MS PowerPoint <ul style="list-style-type: none"> <li>• Creating a new presentation</li> <li>• Adding a new slide</li> <li>• Deleting a slide</li> <li>• Adding text</li> <li>• Adding images</li> </ul>		Presentation: Hyperlinks, transition effects, ethics of slides, themes, Cloud applications, dos' and don't

	<ul style="list-style-type: none"> <li>• Adding slide animation, slide transition etc.</li> <li>• Saving as a web page</li> </ul> <ul style="list-style-type: none"> <li>- Introduction to MS Access, Internet applications etc.</li> <li>- Basics of C Programming, Executing C programmes etc.</li> <li>- Introduction to HTML, Designing web pages</li> </ul>		
			Logic building using C – Programming: Variables, simple C programs with conditional statements (if, for, while ) [only numerical examples – NO ARRAYS]

Old Syllabus		New Syllabus	
Human Resource Development			
SubCode	Unit wise Syllabus	SubCode	Unit wise Syllabus
A07	<p>Module 1: Meaning and significance of Human Resource Development.</p> <p>The change in business and organizational scenario- Strategic human resource planning - approaches – training – need and significance- Training methodology- pre-placement and on the job training – Lectures, Seminars, Case study, Role play, Simulation exercises, business games -Sensitivity training.</p>	A7	<p>Human Resource Management: Introduction, meaning, nature, scope of HRM. Importance and Evolution of the concept of HRM. Major functions of HRM, Role of HR Manager. HRM's evolving role in the 21st century.</p>
	<p>Module 2: Placement, Job rotation and assignment, training in external institutes</p>		<p>Human Resource Planning: Objectives, Importance and process of Human Resource Planning,</p>

			Effective HRP. Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis , Staff Duties for HR
	Module 3: Transaction Analysis – Meaning & Purpose of Transaction Analysis –Conflicts Resolution & Enhancement of Interpersonal Relationship through Transactional Analysis		Recruitment & Training: Definition, Sources and Methods of Recruitment, New Approaches to recruitment. Selection: Definition and Process of Selection. Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods and Development of Management Development, Career and Succession Planning
	Module 4 : Performance Appraisal – the need and significance – setting employees performance objectives and goals, Creating organizational conditions for improving employee performance, Strategies for improving employee performance, employee performance management and appraisal audit.		Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System. Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India, Wage and Salary Administration, Factors Influencing Compensation Levels, Executive Compensation.
	Module 5 : Counseling – Performance Counseling & Career Counseling Emotional Intelligence – IQ Vs EQ, Creativity and its role in management – Building positive attitude – Time Management and Stress Management		Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions. Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry. Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult

			employees. Contemporary issues in Human resource Management
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Old Syllabus		New Syllabus	
WRITTEN, ORAL & SPOKEN COMMUNICATION/: Corporate Communication-I			
SubCode	Unit wise Syllabus	SubCode	Unit wise Syllabus
A08	Module 1: Introduction: Understanding Business Communication Concept of Communication attributes of Communication. Process Feedback, Barriers to communication, Media & modes of communication	A4	Nature and scope of managerial communication, Process of communication –Feedback, Principles of effective communication, distinguishing between Business Communication and General Communication., Introduction to corporate communication, Modes and Medias of communication, Barriers of communication, Listening skill
	Module 2 : Verbal and Non-verbal Communication Presentation of Visual Aids, Conducting Business Meeting, Speaking and Presentation Skills, Presentation, Employment Communication		Verbal communication: using words, addition and obsolescence of words from the dictionary, Language as a tool for Communication., Non verbal communication : importance of nonverbal communication in corporate , body language, Kinesics communication, Proxemics, Haptic, Chromatic , Chronomatic communication, paralanguage, Cultural difference in non verbal communication, Cross cultural communication
	Module 3: Listening Skills – advantages, Process		Presentation skills – guidelines for effective presentation, planning and delivering business presentation, Conversation skills- skills required. Business meeting – types, making preparation, conducting a meeting
	Module 4 : Written Communication - Effective Writing, Effective Writing proposals, Writing Long Formal Report, Report Writing, Business Correspondents, Letter Writing, E-mail writing		Employment communication, Interview, Group discussion

	Module 5 : Extempore, Group Discussions, Personal Interviews- Exercises On Speaking and Presentation Skills.		
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Old Syllabus		New Syllabus	
Quantitative Methods-II / Operations Research			
Subject Code	Unit wise Syllabus	Subject Code	Unit wise Syllabus
B01	Module 1 : Operation Research: Meaning: scope: aid to decision making, Importance of OR techniques in business and industry	B2	: Introduction of OR Operation Research: Meaning: scope: aid to decision making, Importance of OR techniques in business and industry
	Module 2 : Linear Programming: Construction of LP model, Characteristics of L.P. problems, Graphical solution Slack, surplus, artificial variables, Simplex method, Big-M method, Duality (Definition and properties without proof), Economic interpretation of dual variables Sensitivity analysis (Simple examples on change in price or requirement)		:Linear Programming Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations, Slack, surplus, Simplex method (Simple examples on change in price)
	Module 3 : Transportation and Assignment models: Mathematical formulation of T.P model, Finding initial solution by North West corner rule, matrix maxima method, Vogel approximation method, degeneracy, Test for optimality- MODI method, variation in transportation problem, Assignment problems: Initial solution, optimal solution, Maximization problem as assignment problem		Transportation problems: Introduction, Formulation of Transportation Problem (TP), initial basic feasible solution by North West corner rule, matrix maxima method, Vogel approximation method, degeneracy, MODI method, Moving Towards Optimality Assignment problems: Initial solution, optimal solution, Hungarian method, Maximization problem as assignment problem, Routing Problem, Travelling Salesman Problem.
			:Project Scheduling and PERT , CPM Introduction, Basic

			Difference between PERT and CPM, Network Components and Precedence Relationship, Rules for drawing the network diagram construction, Application of CPM and PERT techniques in project planning and control. Crashing of Project Duration
			Game Theory Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Two-person zero-sum game; pure and mixed strategy games, saddle point.

Old Syllabus		New Syllabus	
Financial Management/:Financial Management			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B02	Module 1 : Introduction to Financial Management: Concepts, Goals of Finance Managers: Profit Maximisation, Wealth Maximisation, Value Creation (Risk), Functions of Financial Management: Financing, Investment, Dividends and Liquidity i.e. working capital, Duties of manager	B4	Financial Management: Introduction to Financial Management – Goals and Objectives of Financial Management - Finance Functions - Interface between Finance and Other Business Functions. Introduction to Time Value of Money
	Module 2 : Financial Planning: Estimation of Capital required by an undertaking, Capitalisation - Over & under Capitalization, Impact of both of Financial decisions; Leverage -- Operating,-Finance, Combined; Capital Structure Theories ,Sources of Capital ;Cost of capital --Cost of Equity ,Cost of preference ,Cost of Reserves ,-Cost of Debt ,WACC		Financial Planning: Introduction to Financial Planning – Objectives – Benefits – Guidelines - Steps in Financial Planning - Factors Affecting Financial Planning - Estimation of Financial Requirements of a Firm – Capitalisation.
	Module 3 : Long and short term		: Cost of Capital: Introduction of Cost



	<p>Finance:  Capital Budgeting , -Nature Projects-  Evaluation Criteria , Traditional  (PB,ARR) , DCF-(NPV,IRR,PI)  , Evaluation of Investment Proposal  , Risk under capital budgeting , Capital  rationing and Investment Decisions  Test</p>		<p>of Capital – Significance - Cost of  Different Sources of Finance –  Estimation of Weighted Average Cost  of Capital.</p>
	<p>Module 4 : Concept of WC  management:  Determinants of WC , Estimating the  WC needs , Monitoring  Receivables Techniques of Inventory  management, (Narasimhan, Tandon  &amp; Chore Committee report)</p>		<p>Capital Structure Decisions:  Introduction to Capital Structure -  Leverage - Operating Leverage -  Financial Leverage - Combined  Leverage – Operating and Financial  Risks - Features of an Ideal Capital  Structure - Factors Affecting Capital  Structure - Theories of Capital  Structure ( NI, NOI, MM &amp;  Traditional Approaches)</p>
	<p>Module 5 : Objectives of Profit  Planning:  Essentials of Profit Planning,  Preparation of profit Plan, Dividend  Policy, -Walters Model, -Gorden  Model  -Reserves and Bonus Shares, -  Depreciation policy of Indian Co.  -Assignment or Seminar</p>		<p>Capital Budgeting Decisions:  Introduction to Investment Decisions  - Importance and Complexities  involved in Capital Budgeting  Decisions - Phases of Capital  Expenditure Decisions - Identification  of Investment Opportunities - Capital  Budgeting Process - Investment  Evaluation Criteria (Both Discounted  &amp; Non-discounted Techniques).  Introduction to Risk Analysis in  Capital Budgeting</p>
			<p>Working Capital Management:  Introduction - Objectives – Need –  Types of WC - Operating Cycle &amp; its  estimation - Determinants of Working  Capital - Approaches for Working  Capital Management - Estimation of  Working Capital - Introduction to  Cash, Receivables and Inventory  Management.</p>
			<p>Profit Appropriation Decisions:  Introduction – Significance – Factors  affecting Dividend Decisions -  Stability of Dividends - Forms of  Dividends – Theories of Dividend -</p>

			Buy Back of Shares.
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Old Syllabus		New Syllabus	
Marketing Research/ Business Research and Analytics			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B03	Module 1 : Introduction: Meaning, scope and importance of marketing research; own vs. agency marketing research; marketing information system; meaning, need and components, marketing information system and marketing research; marketing research process-I an overview; problem definition, formulation and preparation of research proposal.	B7	Introduction to Research Design: Meaning, scope and importance of Business research; Types of research, Basic, applied, Exploratory, conclusive, descriptive, the research process, <b>problem definition, formulation and preparation of research proposal. Review of literature, use of Software (Ex. Zotero / MS Word). Research application – various functional areas, Features of research study.</b>
	Module 2 : Primary Data Collection: Primary data collection methods; mail survey, telephone survey and interviews and their evaluation; observations; experimental methods, questionnaire preparation and administering, organizing fieldwork for a collecting data.		Sample Design and Sampling: Determining universe, sampling frame and sampling unit; determining sampling method; non probability and probability methods; sample size determination (statistical); sampling errors vs. <b>non-sampling errors Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling -Non Probability Sampling – convenience sampling- judgmental sampling, snowball sampling- quota sampling</b>
	Module 3 : Research Design and Information Sources: Meaning and scope of research design; types of research designs, exploratory, descriptive and conclusive; sources and uses of secondary data, collection of secondary data.		Qualitative methods of data collection Qualitative & quantitative data, Secondary: Internal, external, published, electronic, uses & benefits of secondary data, drawbacks. <b>Primary data: mail survey, telephone survey and interviews and their evaluation; observations; questionnaire preparation and administering, organizing fieldwork for a collecting data. Questionnaire design (QD):-</b>

			Steps in Q.D. with examples for each step. Rating Scales, Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents.
	<p>Module 4 : Sample Design and Sampling: Determining universe, sampling frame and sampling unit; determining sampling method; non probability and probability methods; sample size determination; sampling errors vs. non-sampling errors.</p> <p>Sampling: Steps &amp;Types: Probability / non probability (simple, systematize; stratified proportionate, disproportionate), Sample size determination</p>		<p>Data Processing and testing: Measurement scales, Tabulation (Coding Sheet) and analysis of data, Correlation &amp; regression, Parametric &amp;Non-Parametric Tests.</p> <p>Hypothesis: basic concepts, Type-I &amp; Type II errors, hypothesis testing for means and proportions for small and large samples. Statistical calculations using SPSS: Creating a Data File, Defining Variables &amp; data, Frequencies, Crosstabs, Hypothesis Testing Reliability test (and above tests), factoranalysis, Chisquare test for goodness of fits and independence. T-Test, Z-Test, F-Test, U-Test, Kruskal-Wallis Test, Mann-Whitney U Test, Wilcoxon, Multivariate analysis ANOVA one way and two way classification,</p>
	<p>Module 5 : Questionnaire design:- Steps in Q.D. with examples for each step. Rating Scales</p> <p>Juster, Likert, Semantic Differential, Thurston, Attitude Scales, Scales for illiterate respondents</p>		<p>Report writing and presentation of results: Importance of report writing, types of research report, report structure, guidelines for effective documentation, bibliography using MS Word /Zotero. Concepts of plagiarism</p>
	<p>Module 6 : Data processing: Tabulation (Coding Sheet) and analysis of data, Non-Parametric Tests, Multi-variate tests ANOVA, Use of Software for analysis e.g. SPSS, Minitab, Systat, Preparation of Final Report, analysis and report preparation.</p>		<p>Mini Project: Research application to respective functional areas with features of research.</p>

Old Syllabus		New Syllabus	
Production and Operation Management			
SubCode	Unit wise Syllabus	SubCode	Unit wise Syllabus
B04	<p>Module 1 :Role of operation management, meaning of operation's function, importance of operations management, types of transformation systems, product Vs services.</p> <p>Interface of operation's systems and system's view of operations management. Meaning, advantages and applications of Robotics, N/C machines, CAD and CAM, FMS, Group technology</p>	B1	<p>Introduction to Production and Operations Management Meaning, Role of Production manager, Types of manufacturing process: Meaning, merit and demerits of job, batch and continuous production. Role of Technology in Production and Operations Management: Meaning, merits and demerits of automation, N/C machines, CNC machines, CAD, CAM, FMS and Group Technology.</p>
	<p>Module 2 : Plant location – Importance of location decisions, factors influencing locations, selection of locality,Excercises on Point rating, Factor rating &amp;Graphical method, Facilities layout – Meaning, definition, scope, objectives of good layout, types of layout, basics of layout planning models – graphic, , Load distance analysis, computer models – CRAFT.</p>		<p>Production, Planning and Control. Meaning, objectives and functions of PPC, scheduling, Capacity planning: Meaning, types and measurement of capacity, factors affecting capacity planning, steps involved in capacity planning and strategy for changing capacity.</p>
	<p>Module 3 : Production planning and control – basics functions of PPC and its variants in different system of manufacture, production cycle. Forms of scheduling, basic scheduling problems- n job with machines, Product sequencing</p>		<p>Facility Location. Meaning, importance and factors affecting plant location, steps in plant location selection, location models: factor rating method, point rating method, and Break even analysis.</p>
	<p>Module 4 : Work study – definition, importance, objectives, benefits. Method study – Objectives, benefits, procedures, basics of process charts &amp; Basics of flow process chart &amp; two handed process chart. Work measurement – meaning and benefits. Time study – meaning and objectives, steps in making a stop</p>		<p>Facility Layouts. Meaning, objectives and factors influencing facility layout, Classifying of layout: Process layout, Product layout, fixed layout and combination layout, service facility layout. Layout planning and design: Layout tools and techniques, templates, models, travel chart, load distance analysis.</p>

	watch time study, principles of motion economy.		
	Stores and inventory control - objectives of stores, basic prerequisites for efficient management of stores, Codification system Types of inventory costs, EOQ, safety stock, ROL systems of inventory control – ABC, VED, 2 bin and review systems		Productivity Meaning, factors influencing productivity, productivity improvement techniques: Meaning, advantages, disadvantages of work study. Steps involved in Method study and Time study

Old Syllabus		New Syllabus	
Organizational Behavior/Organizational Behaviour			
SubCode	Unit wise Syllabus	SubCode	Unit wise Syllabus
B05	Module 1: Organizational Behaviour and Management: Elements of an organisation, Role of a manager in an Organisation, why study Organisational Behaviour, An Organisational Behaviour model, Learning Organisations	B5	Introduction, Definition, Historical Development, Challenges and Opportunities for OB and outcomes.
	Module 2 : Foundations of individual behaviour: Personality, Shaping of Personality, Determinants of Personality, The Self Concept, self esteem and self Efficiency, Perception, perceptual process, Managing the perceptual process.		Diversity, Abilities, Attitudes and Job Satisfaction, Emotion and Moods, Personality and Value, Perception and Individual Decision- Making.
	Module 3: Learning Process, Reward Systems and Behaviour Management. The Theoretical process of learning, Principles of learning, Reward and Punishment, Organisational Reward Systems		Motivation Concepts: Definition, Early Theories of Motivation Contemporary Theories of Motivation. Motivation: From Concepts and Applications
	Module 4 : Attitude Formation, Functions, Change of Attitudes. Values, Types of Attitudes. Team Building and Group Dynamics, Working Teams and team effectiveness. Intra Team Dynamics, Influence of the group on individual, group decision making, Inter group		Group Behavior: Definition and Classifying Groups, Stages of Group Development, Group Properties and Group Decision Making. Teams: Difference between Group and Teams Types of Teams, Creating Effective Teams, Successful Teams, Team

	relations, Collaboration and Conflict. Conflict Management. Dynamics of Managerial Leadership, What is Leadership, Transition in Leadership Theories, Leadership Theories, Power and Politics, Leadership and Management change.		Composition, Team Processes, Turning Individuals into team Players etc. Power and Politics; Definition of Power, Politics, Power in action, the reality of politics causes and consequences of Political Behaviour, etc. Conflict and Negotiation: Definition, Transitions in Conflict Thought, the conflict process. Negotiation: Definition, Bargaining strategies, the Negotiation Process, etc
	Module 5 : Organisational Components, Relationship between component, Elaboration of Structure, Organisational Growth and Development. Organisational Structure, Size Technology and Environment. Organisational Processes, Authority, Information and reward system		Organization Culture; Organizational Change and Stress Management.

Old Syllabus		New Syllabus	
Macroeconomics for managers/ Corporate communications- II			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B06	MODULE 1. Overview, definition, nature and scope of Macro economics	B3	Module 1: Written communication – importance, types of written communication in organization (memos, circular, office order, notice etc), principles effective of business letter writing, types of business letters, e-mail writing, writing reports, business proposals and business plans
	MODULE 2 Macro economic policies in India: Monetary and credit policy, Fiscal policy, Budget (union budget) Direct and indirect taxes, revenue and expenditure of union government, exim.policy, LPG policy		Module 2: Technology enabled communication – different forms of technology used in corporate communication Business etiquettes (give the exposure to students) Netiquettes
	MODULE 3 National Income;		Module 3: Communication Lab (Students are required to submit

	<p>Concepts, Basic Terminology, Income and Product Concepts, Fundamental National Accounting Identities and measurement. Income, Price Level and Employment: consumer income, consumer price index, employment, types of employment, government of India policy, unemployment.</p>		<p>journals and practical exam will be conducted for the students. ) Writing of different types of business letters (cover all types of business letters) E-mail writing and analysis, Writing of business plans / business proposals, Writing business reports, Conducting mock press conference, Preparation of CV and Video Resume, Mock interview – Telephonic, Skype Interview, Video Conference, Netiquettes, English language exercises- grammar, sentence framing, Exercise on understanding Non verbal cues &amp; cross cultural communication barriers (analysis or preparation of video) Preparation of PowerPoint presentation (guidelines for PPT Preparation, insertion of table, graphs, pictures, hyperlink etc...) Presentations (using technology and without technology) Conducting mock business meeting</p>
	<p>Module 4 Consumption Function: Aggregate Investment, Multiplier Concepts, Money and Interest Rate, IS – LM Analysis, Aggregate Supply and Price Level, Fluctuations and Growth</p>		
	<p>MODULE 5 Monetary system: Concepts of Money Supply, Central Bank, Banking System; Money Markets , commercial banks in India, banking sector reform in India and RBI, Balance of Payment: concept, component, trend in balance of payment</p>		

Old Syllabus		New Syllabus	
SIP			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus

B07	<p>Preamble:</p> <p>The Summer Implant Project (SIP) is a fully practical oriented course which has been designed to give students indepth knowledge about industry/ business. Summer Implant Training (SIT) is designed at the end of first year, where in student would have studied the foundation courses in management and will have more scope to apply knowledge. In this subject, wherein he will be encouraged to explore concepts already dealt in the class and understand its application in the field. The student while carrying summer implant training Project is more focused and would be getting continuous guidance from the external as well as internal experts. The following note presents the broad guidelines of the Project.</p>	B06	<p>Preamble:The Summer Implant Project (SIP) is a fully practical oriented course which has been designed to give students indepth knowledge about industry/ business. Summer Implant Training (SIT) is designed at the end of first year, where in student would have studied the foundation courses in management and will have more scope to apply knowledge. In this subject, wherein he will be encouraged to explore concepts already dealt in the class and understand its application in the field. The student while carrying summer implant training Project is more focused and would be getting continuous guidance from the external as well as internal experts. The following note presents the broad guidelines of the Project</p>
	<p>PROCESS / GUIDELINES:</p> <ol style="list-style-type: none"> <li>1) Each student will select an organization of his/ her choice and a project in his/her area of interest. Or institute will depute the students to various organizations looking at their area of interest.</li> <li>2) In case the student makes the choice of the organization, it has to be made in consultation with the Institute. The Institute for this purpose should assign an internal faculty member who will act as the mentor throughout the Project. The assignment of mentor and choice of organization should be made on or before the II semester exams.</li> </ol>		<p>PROCESS / GUIDELINES: 1) Each student will select an organization of his/ her choice and a project in his/her area of interest. Or institute will depute the students to various organizations looking at their area of interest. 2) In case the student makes the choice of the organization, it has to be made in consultation with the Institute. The Institute for this purpose should assign an internal faculty member who will act as the mentor throughout the Project. The assignment of mentor and choice of organization should be made on or before the II semester exams. 3) The study conducted by the student will be a full time effort where he/she is required to attend the Industry or business everyday for all seven days in a week or as per industry/ organization's rule. The industry expert will act as the External guide and the student is required to submit</p>



	<p>3) The study conducted by the student will be a full time effort where he/she is required to attend the Industry or business everyday for all seven days in a week or as per industry/organization's rule. The industry expert will act as the External guide and the student is required to submit attendance details every week to the institute.</p> <p>4) The proposal for the Summer Project or title of the project should be submitted to the Institute, which will ensure the registration of students for Project. Students should prepare these proposals in consultation with the Internal and External Guide.</p> <p>5) Students should send Joining Report on the first day of the joining which should be duly signed by the external guide.</p> <p>6) Student should also send weekly report/s every week keeping posted about the work –in – progress with regard to project to the institute. Each student should send 8 weekly reports without fail.</p> <p>7) The format for the proposal or deciding about project title is as given below:</p> <ul style="list-style-type: none"> <li>□ Title of the study</li> <li>□ Need for the study (Stress on Need for study-current trends in the area)</li> <li>□ A review of</li> </ul>	<p>attendance details every week to the institute. 4) The proposal for the Summer Project or title of the project should be submitted to the Institute, which will ensure the registration of students for Project. Students should prepare these proposals in consultation with the Internal and External Guide. 5) Students should send Joining Report on the first day of the joining which should be duly signed by the external guide. 6) Student should also send weekly report/s every week keeping posted about the work – in – progress with regard to project to the institute. Each student should send 8 weekly reports without fail. 7) The format for the proposal or deciding about project title is as given below:</p> <ul style="list-style-type: none"> <li>Title of the study</li> <li>Need for the study (Stress on Need for study-current trends in the area)</li> <li>A review of earlier research studies conducted</li> <li>Objectives of the study</li> <li>Methodology</li> <li>Proposed outcomes and benefits of the study</li> </ul> <p>There will be eight weeks for the completion of the concerned proposal. Late submissions should not be entertained by the Institute in any case. A soft copy on a CD of all reports is to be sent to Chairman BOE, KIMS, KUD immediately after the submission date. 23 9) There shall be 2 copies of project reports along with a CD to be submitted by each student to the institute. 10) Separate presentations for the organizations and the Institute have to be arranged before completion of the project or as per</p>
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	<p>earlier research studies conducted</p> <ul style="list-style-type: none"> <li>□ Objectives of the study</li> <li>□ Methodology</li> <li>□ Proposed outcomes and benefits of the study</li> </ul> <p>8) There will be eight weeks for the completion of the concerned proposal. Late submissions should not be entertained by the Institute in any case. A soft copy on a CD of all reports is to be sent to Chairman BOE, KIMS, KUD immediately after the submission date.</p> <p>9) There shall be 2 copies of project reports along with a CD to be submitted by each student to the institute.</p> <p>10) Separate presentations for the organizations and the Institute have to be arranged before completion of the project or as per convenience.</p> <p>11) There will be a project viva-voce conducted by Karnatak University, soon after the theory examinations. The panel of examiners will be similar to SIP.</p> <p>Format for Project Reports</p> <p>The format for the Major Concurrent Project reports should be in the following manner.</p> <ul style="list-style-type: none"> <li>□ Executive Summary</li> <li>□ Introduction of the study</li> <li>□ About the organization – Brief</li> </ul>	<p>convenience. 11) There will be a project viva-voce conducted by Karnatak University, soon after the theory examinations. The panel of examiners will be similar to SIP.</p>
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	<ul style="list-style-type: none"> <li>▢ Objectives</li> <li>▢ Analysis and Findings</li> <li>▢ Discussion</li> <li>▢ Conclusion</li> <li>▢ References</li> </ul> <p>In certain cases, students may change the format in consultation with his mentor and the External Guide. Enough care should be taken that the Project report focuses the study undertaken by the student and its findings. The report should contain minimum 75 pages with the following styles:</p> <ul style="list-style-type: none"> <li>i) A-4 size paper (Executive Bond)</li> <li>ii) MS Word style with Times New Roman Font</li> <li>iii) Font size -12 for Text and 14 for headings</li> <li>iv) Paper settings with 1 inch margins on all the four sides.</li> </ul>		
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Old Syllabus		New Syllabus	
Management Information Systems			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B08	Module 1 : MIS concepts, Definition, role of MIS, role and importance of management, process of management. Information: Classification of Information, Methods of Data and Information collection; Value of Information; MIS and system concepts	B8	MIS Introduction MIS concepts, role of MIS, role and importance of management, Information: Classification of Information, Methods of Data and Information collection; Value of Information; Organization and Information Systems, Changing Environment and its impact on Business - The IT/IS and its influence - The level of people and their information needs - Types of Decisions and information - Information System, categorization

		of information on the basis of nature and characteristics.
	Module 2 : Decision Making, Decision Making Concept, methods, Behavioral Concept, MIS and DM concepts	Telecommunication and Networks Introduction - Communication, Media, Modems & Channels - LAN, MAN & WAN – Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth and WiMax
	Module 3 : Systems Analysis and Design; analysis of existing system and of new requirements.	Kinds of Information Systems Transaction Processing System (TPS) - Office Automation System (OAS) – Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).
	Module 4 : Development of MIS; Development of long range plans; Implementation of MIS; Quality in MIS; Organization for Development of MIS.	Systems Analysis and Design Analysis of existing system and of new requirements. System Analysis and Development and Models -Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD.
	Module 5 : Choice of Information Technology; Nature of IT decisions; configuration design; evaluation; implementation plan ,Decision Support System: concept and philosophy, Artificial Intelligence System, Knowledge based Expert System,.	Types of Information Systems Transaction Processing System (TPS) - Office Automation System (OAS) – Management Information System (MIS) - Decision Support System (DSS) - Expert System (ES) - Executive Support System (EIS or ESS). Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions - IS in hospital, hotel, bank industry
		:Cyber Law Boon & bane of Internet, Illegalities in cyber world, Internet Service Providers, Legal aspects & Net: Responsibilities of Business Professionals,Cyber

			crimes& Hacking, Internet and issue of Jurisdiction, Internet Marketing ethics and IT act 2000/2008 , cyber terrorism
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Old Syllabus		New Syllabus	
Total Quality Management/Total Quality Management			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B09	Module 1 : Introduction to TQM: Various definitions of quality and TQM, Core concepts of quality, The masters of quality(W Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa, Ginichi Taguchi, Shigeo shingo) Evolution of quality, The Total Quality Management Excellence Model, Strategic Quality Management,	B10	Introduction to TQM: Various definitions of quality and TQM, Core concepts of quality, The masters of quality(W Edwards Deming, Joseph M Juran, Philip B Crosby, Kaoru Ishikawa, Ginichi Taguchi, Shigeo shingo) Evolution of quality, The Total Quality Management Excellence Model, Strategic Quality Management,
	Module 2 : Continuous process improvement: Concepts of Kaizen, Kaizen vs. Innovation, Kaizen Strategy, House of Quality, Quality Function deployment, Quality Circles. Brain storming, Value analysis, Poka Yoke, Bench marking.		2 Continuous process improvement: Concepts of Kaizen, Kaizen vs. Innovation, Kaizen Strategy, House of Quality, Quality Function deployment, Quality Circles. Brain storming, Value analysis, Poka Yoke, Bench marking.
	Module 3 : Quality Improvement Tools: The Seven Statistical tools, The New Seven tools, Other Quality Improvement Tools – Vision and Mission Statements, Stastical quality control, Acceptence sampling, Process capability studies (six-sigma), Acceptence sampling, TPM.		Quality Improvement Tools: The Seven Statistical tools, The New Seven tools, Other Quality Improvement Tools – Vision and Mission Statements, Stastical quality control, Acceptence sampling, Process capability studies (six-sigma), Acceptence sampling, TPM.
	Module 4 : Total Quality Management Models:		Total Quality Management Models: Deming award, Malcolm

	Deming award, Malcolm Baldrige National Quality award, The European Quality award, CII-EXIM bank award, Rajiv Gandhi National peacock award.		Baldrige National Quality award, The European Quality award, CIIEXIM bank award, Rajiv Gandhi National peacock award.
	Module 5 : Quality Management System: Quality Systems, Quality Management Principles, ISO 9001:2000, ISO 14000, Introduction to sector specific quality Management System, Quality certification and Quality audit.		Quality Systems, Quality Management Principles, ISO 9001:2000, ISO 14000, Introduction to sector specific quality Management System, Quality certification and Quality audit

Old Syllabus		New Syllabus	
Small Enterprise Management/Micro Small and Medium Enterprise Management			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B10	Module 1 : Small Scale Industrial Sector: Its role in Indian Economy – Problems faced by Small Scale Sector- Growth and prospects. Small Industry Failure –Causes and Preventive Measures	B09	Micro, Small and Medium enterprises: Introduction: Definition, characteristics and their role in economic development, Problems of small-scale industries, Growth of small scale sector in India. Setting up a Small Business: Determination of the nature of the business unit; Micro, Small and Medium enterprise, Comparative evaluation of feasibility of buying an existing enterprise
	Module 2 : Human Resource Mgt in Small enterprises: Staffing- requirement- Selection of personnel – Training and Development- Compensation and Integration.		Setting up a new venture: Starting the business through franchising, Location strategy, and Preliminary registration with State Directorate of Industries. Financing of Small Enterprises And Agencies that Promote Entrepreneurship Development: Need for financial planning –Types of loan – Financial institutions - SFC, IDBI, NSIC and SIDCO.
	Module 3 : Financial Mgt in Small enterprises Determining financial requirement -		Finance for MSME: Role of the State and central government, role of :DIC – District Industrial Center,

	Sources of Finance- Financial management systems.	SISI – Small Industries Services Institute, EDII – Entrepreneurship Development Institute of India, NIESBUD – National Institute of Entrepreneurship and Small Business Development, NEDB – National Entrepreneurship Development Board. Policy Environment for Small scale sector, Pre and Post 1991 Industrial policy, New policy measures, Reports of various working groups on SSIs: Kothari committee 2000 and Ganguly committee 2004. Financing by commercial banks and non traditional sources, risk and challenges.
	Module 4 : Production mgt in Small enterprise Determining layout, Production Planning and Control- Quality Control.	Sickness of MSME: Reasons, measures, assessment of viability of sick industries and their rehabilitation, govt policy for strengthen small business, taxation benefits for SME
	Module 5 : Mrk. Mgt in small Enterprise Organizing Marketing: Problems – approaches- Channel Selection-Sales force development and management.	Globalization & SME: Changing scenario of SMEs in the era of liberalisation and globalization, Competitiveness, Quality control and branding, Need for professionalism in management of small business in India, social responsibilities of small business owners, Micro, Small and Medium Enterprises Development Act (MSMEDA) 2006: Objectives and Definition, Provisions pertaining to promotion and development of MSMEs.
		Strategies for SME: Product, Price, Promotion and Distribution strategy for MSME growth
		Social entrepreneurship: What is social business, why social entrepreneurship, emrgence, influence on marketing, policies effect and impact on rule and regulation

			Rural MSME management: Need, importance, emerging trend in the area, rural msme and government policies, marketing and financing strategy of rural msme, problems, challenges and opportunities
			Small business accounting: Need, why accounting matters?, accounting for business decision making

Old Syllabus		New Syllabus	
Industrial Marketing/ Industrial Marketing			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B11	Module 1 : Introduction to the Subject. Definition of Industrial & Consumer Product. Basis of Classification. Difference between Industrial & Consumer Marketing. Classification of Industrial Consumers And Products	B13	Introduction to the Subject. Definition of Industrial & Consumer Product. Basis of Classification. Difference between Industrial & Consumer Marketing. Classification of Industrial and Consumers Products.
	Module 2 : Key Characteristics of Organizational Buying Process. Industrial Buying .Buying Motivation of Organizational Buyers ,Purchaser's Evaluation of Potential .Environmental Influences on Organizational Buying Process.		Key Characteristics of Organizational Buying Process. Industrial Buying .Buying Motivations of Organizational Buyers ,Purchaser's Evaluation of Potential .Environmental Influences on Organizational Buying Process.
	Module 3 : Industrial Marketing Planning. Problems in Planning. Planning Process. Organizational Demand Analysis. Segmenting the Industrial Market, Targeting & Positioning. Industrial Product Strategies. New Industrial Product Development. Managing Service Business Markets.		Industrial Marketing Planning. Problems in Planning. Planning Process. Organizational Demand Analysis. Segmenting the Industrial Market, Targeting & Positioning. Industrial Product Strategies. New Industrial Product Development. Managing Service for Business Markets. Emerging business services.
	Module 4 : Managing Business Marketing Channels. Pricing Strategy for Business Marketing. Industrial Advertising and Promotion		Managing Business Marketing Channels. Pricing Strategy for Business Marketing. Industrial



	Industrial Advertising. Power of Internet Marketing Communication		Advertising and Promotions. Industrial Advertising. Power of Internet Marketing Communication.
	Module 5 : a) Managing Indl. Personal Selling Function .Organizing Personal Selling Effort.Key Account Management. Sales Administration. Transforming the selling process through Internet.		Managing Industrial selling. Personal Selling Function .Organizing Personal Selling Effort. Key Account Management. Sales Administration. Transforming the selling process through Internet.

Old Syllabus		New Syllabus	
Consumer Behavior/ Consumer Behaviour			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B12	Introduction: C.B. appreciated with Importance it has gained in the recent time – understanding of C.B. (retrospect & present) – C.B. as process. Buyer behavior models	B12	Module I: Consumer Behavior and Marketing strategy: An Introduction: Applications of Consumer behavior, market analysis components, market segmentation, marketing strategy, consumer decisions, nature of consumer behavior, Models Of Consumer Behavior and Decision Making.
	MODULE 2 Perception and Learning:-Theories – implication of these Applications with examples. Motivation & Personality:- theories – implications of personality– motivate – theories & implication.		Module II: External Influences: Cross-Cultural variations in Consumer Behavior: concept of culture, variations in cultural values, cultural variations in non-verbal communications, global cultures, global demographics, crosscultural marketing strategy. The changing society; changes in cultural values, marketing strategy and values, Demographics and social stratification; understanding demographics, generations, social stratification, social structure, measurement of social class, social stratification and marketing strategy, Subcultures; nature of subcultures, religious subcultures,

		<p>regional subcultures, Ethnic subcultures etc., Families and households; Nature of households, the household life cycle, marketing strategy and household life cycle, family decision making, marketing strategy and family decision making, consumer socialization, marketing to children. Group influences on consumer behavior; types of groups, reference groups influences and marketing strategy, communication within groups, and opinion leadership, diffusion of innovations.</p>
	<p>MODULE 3  Attitude:- Introduction – Definition – components of attitude – Models related multi attitude model; Fishein model; remand active model; Advertising Model &amp; its implications.</p>	<p>Module III: Internal Influences: Consumer Perceptions; nature, of perception, Exposure, Attention, Interpretation, perception and marketing strategy, Consumer Personality; use of personality in marketing practices, emotions and marketing strategy, Consumer Attitude: attitude components, attitude change strategies, individual and situational characteristics that influence attitude change, communication characteristics that influence attitude formation and change. Market segmentation and product development strategies, based on attitudes, Self concept and lifestyle; nature of lifestyle, the VaLs system, Geo-lifestyle analysis, international lifestyles, Consumer Motivation: nature of motivation, motivation theory and marketing strategy, Consumer Learning And Memory and product positioning; nature of learning and memory, memory's role in learning, learning under high and low involvement, learning, memory, and retrieval, brand image and positioning, brand equity, and brand leverage</p>

	<p>MODULE 4</p> <p>Group influence:- Definition – types of group (primary; secondary; formal etc.), - ref. Group (Normative; Comparative; the; -ve etc.) – Family influence –(roles) (FLC) &amp; its application.</p>	<p>Module IV: Decision Making</p> <p>Process: Situational Influences; the nature of situational influence, situational characteristics and consumption behavior, ritual situations, situational influences and marketing strategies, Consumer decision process and problem recognition; types of consumer decisions, the process of problem recognition, uncontrollable determinants of problem recognition, marketing strategy and problem recognition. Information search; nature of information search, types of information search, sources of information, amount of external information search, costs Vs. benefits of external search 33 marketing strategies based on information search pattern. Alternative evaluation and selection; How consumers makes choices? Evaluative criteria, individual judgment and evaluative criteria, decision rules for attribute-based choices, outlet selection and purchase; outlet choice Vs. Product choice, the retail scene, attributes affecting retail outlet selection, consumer characteristics and outlet choice, In-store and online influences on brand choices, purchase, Post-purchase processes, customer satisfaction, and customer commitment; post purchase dissonance, product use and nonuse, disposition, purchase evaluation and customer satisfaction, dissatisfaction response, customer satisfaction and repeat purchases, and customer commitment.</p>
	<p>MODULE 5</p> <p>Class &amp; Culture:- Introduction – Status</p>	<p>Module V: Organization as consumer: Organizational buyer</p>

	<p>symbol of each of the classes strata in social class – (Beliefs, - values; custom) – Implication in market.</p>		<p>behavior; organizational purchase process, organizational culture, factors influencing organizational culture. Market Segmentation and Consumer Behavior. Relationship Marketing and Consumer Behavior. Consumerism And Consumer Movements- A historical Perspective: Marketing regulation and consumer behavior, regulation and marketing to children, marketing to adults</p>
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Old Syllabus		New Syllabus	
Distribution & Logistics Management/Supply Chain Management			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B13	<p>MODULE 1 Distribution Management - Marketing Channels. Structure Functions and Relationship, Retailing and Wholesaling, Logistics and physical distribution, Structure and Strategy, Design of Channel system and Distribution Systems.</p>	C10	<p>Module 1 :- Supply Chain Management – An Overview, Introduction; what forces are driving the rate of change, Globalization, Technology, Organizational consolidation, The empowered Consumer, Government policy &amp; Regulation, The supply chain concept, Development of the concept, major supply chain issues, Supply chain Networks, Complexity, Inventory deployment, Information, Supply chain Variation Impact, Supply chain Technology, supply chain Security.</p>
	<p>MODULE 2 Channel Management - Policies, Information Systems, Assessing performance of Marketing Channels.</p>		<p>Module 2:- Role of Logistics in Supply Chain. Introduction, What is Logistics, Value added roles of logistics, Logistics Activities, Scope of activities, logistics in the economy, logistics in the firm, logistics interfaces with Marketing, logistics interfaces with other areas, Techniques of logistics system analysis, approaches to analyzing logistics systems, Materials</p>

			<p>Management versus physical distribution, cost Centers, Nodes Versus links, Logistic Channels. Transportation- Managing the flow of supply chain: Role of Transportation in the supply chain Management, Challenges to carrying out this role, modes of transportation, Transportation planning &amp; strategy, Transportation Execution &amp; Control.</p>
	<p><b>MODULE 3</b>  Logistics Management - Key Logistics Activities viz., Customer Services, Demand Forecasting, Inventory Management, Materials Handling, Communication, Order Processing, packaging, traffic and transportation, warehousing and storage. Developing Logistics Strategy, Logistics Information System, Organizing for Effective Logistics, Implementing Logistics Strategy.</p>		<p>Module 3:- Order Management &amp; Customer Service. Introduction, Influencing the order customer relationship Management, Activity based costing &amp; customer profitability, e-commerce order fulfillment strategies, Customer service, elements of customer service performance measures for customer service, Expected cost of stock-outs, order management influences on customer service.</p>
	<p><b>MODULE 4</b>  Managing channel member behavior and managing the international channels of distribution,</p>		<p>Module 4:- Sourcing Materials &amp; Services Strategic sourcing methodology, Managing Sourcing and procurement processes, Supplier selection, Supplier/vendor evaluation and Relationships, e-sourcing &amp; e-procurement</p>
	<p><b>MODULE 5</b>  Logistics design for distribution channels, logistics outsourcing, e-commerce logistics, Reverse logistics, global logistics, strategic logistics, performance measurements and controls</p>		<p>Module 5:- Supply chain Technology – Managing Information flows: The Role of Information in the supply chain, A framework for managing supply chain information, SCM Software, Supply chain Technology implementation, Supply chain Technology Innovations. Strategic role of Logistics Information systems,</p>
			<p>Module 6:- Distribution – Managing Fulfillment Operations: The Role of Distribution operations in SCM, Distribution Planning and strategy, Distribution Execution, Distribution</p>

			Metrics, Distribution Technology. Global Dimensions of Supply chains: Supply chains in a global economy, The scope and Magnitude of Global Business, Global Markets and strategy, Supply chain security: A balancing act, Storage Facilities and Packaging.
			Module 7:- Supply chain Relationships and Supply Chain Sustainability: Logistics Relationships, Model for Developing and Implementing successful supply chain relationships, Need for collaborative Relationships, Types of 3PL Providers, 3PL Market Size and Scope, Reverse logistics Systems, Management and Relationship Issues. Supply Chain Performance Measurement: Dimensions of supply Chain Performance Metrics, Developing Supply Performance Metrics, Performance Categories,

Old Syllabus		New Syllabus	
Services Marketing/			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B14	MODULE 1. Introduction to Services: What are services? Why Services marketing? Myths about Services. The services marketing mix. Key competitive trends and conceptual framework. Customer satisfaction and customer focus value TQM and Services Quality	B14	Module I: Foundations for Services Marketing: Introduction to Services; What are services? Why services marketing? Services and technology, comparison of goods and services, services marketing mix, staying focused on the customer. Conceptual Framework: The Gaps Model of Service Quality; customer gap, provider gap, closing the gap.
	MODULE 2 Focus On The Customer-Consumer Behavior in Services. Customer expectations of Services, customer perceptions of services. Building Customer Relationships through		Module II: Focus on the Customer; Consumer behavior in services, search, experience and credence properties, consumer choice, experience, post experience evaluation, global differences.

	Segmentation and Retention Strategies.		Customer Expectations of Service; meaning and types of service expectations, factors that influence customer expectations, issues involving customer' services expectations. Customer Perceptions of Service; customer perceptions, satisfaction, service quality, service encounters.
	<p>MODULE 3. Aligning strategy, service design and standards, Customer-Defined Service Standards, Leadership and Measurement System for market drove services performance, Service Design and Positioning.</p>		<p>Module III: Understanding Customer Requirements: Listening to Customers through Research, using marketing research to understand customer expectations, elements in an effective services marketing research program, analyzing and interpreting marketing research findings, using marketing research information, upward communication. Building Customer Relationships; relationship marketing, relationship value of customers, customer profitability segments, relationship development strategies, relationship challenges, Service Recovery; the impact of service failure and recovery, how customers respond to service failures, customers' recovery strategies, services guarantees</p>
	<p>MODULE 4. Delivering and performing service, Employee's roles in Service Delivery, Delivering Service through intermediaries Selected cases in Services Marketing, viz., and Marketing Services such as Airlines, Hotels, Courier and Financial services.</p>		<p>Module IV: Aligning Service Design and Standards: Service Innovation and Design; challenges of service innovation and design, new services development process, types of service innovations, stages in services innovation and development, services blueprinting, high performance services innovations Customer-Defined Service Standards; factors necessary for appropriate service standards, types of customer defined services standards, development of customer defined service standards. Physical Evidence and the Servicescape;</p>

			types of service scapes, framework for understanding servicescape effects on behavior, guidelines for physical evidence strategy.
			<p>Module V: Delivering and Performing Service: Employees' Roles in Service Delivery; service culture, critical role of service employees, boundary spanning roles, strategies for developing service quality through people, customer oriented service delivery.</p> <p>Customers' Roles in Service Delivery; importance of customers in service co creation and delivery, customer's roles, self-service technologies – the ultimate customer participation, strategies for enhancing customer participation, Delivering service through intermediaries and electronic channel; service distribution, direct/company owned channels, franchising, agents and brokers, E-channels, issues involving intermediaries, strategies for effective service delivery through intermediaries. Managing Demand and Capacity; underlying issue: lack of inventory capacity, capacity constraints, and demand patterns, strategies for matching capacity and demand, yield management: balancing capacity utilization, pricing, etc, waiting line strategies.</p>
			<p>Module VI: Managing Service Promises: Integrated Service Marketing Communications; need for coordination in marketing communication, key service communication challenges, five categories of strategies to match service promises with delivery, Pricing of Services; three key ways that service prices are different for consumers, approaches to pricing</p>



			services, pricing strategies that link to the four value definitions.
			Module VII: Service and the Bottom Line: The Financial and Economic Impact of Service; service and profitability: the direct relationship, offensive and defensive marketing effects of service, customer perceptions service quality and purchase intentions, the key drivers of service quality, customer retention, and profits, company performance measurement. Cases.

Old Syllabus		New Syllabus	
Financial Institution and Markets/Financial Markets & Services			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B15	<p>MODULE 1</p> <p>Introduction: Financial Development and Economic Development, Role of financial system in economic development, financial services and products, financial innovation, financial engineering</p>	B15	<p>Module 1: Introduction to Financial Markets: Overview of Indian Financial System - Financial markets - Capital, Money &amp; Forex markets and their linkages - Role of financial system in economic development, financial services and products, financial innovation, financial engineering</p>
	<p>MODULE 2</p> <p>Primary Markets: Its operations, methods of raising fund, IPO'S, Book Building, participants in PM, price fixing and allotment of share, membership guidelines Dematerialization: Depositories, Depository participants.</p>		<p>Module 2: Primary Markets: Its operations, methods of raising fund, IPO'S, FPO's, OFS, Book Building, participants in PM, price fixing and allotment of share. Merchant banking: Functions/services of merchant banker - Raising Equity and Debt capital - Management of Capital issues, underwriting and brokerage - SEBI guidelines for Merchant Banking</p>
	<p>MODULE 3</p> <p>Secondary market Its Organization &amp; functioning, trading strategies, trading mechanism –trading and Settlement Procedures in BSE, NSE</p>		<p>Module 3: Secondary Market: Its Organization &amp; functioning, trading strategies, trading mechanism –trading and Settlement Procedures in BSE &amp;</p>

	and OTCEI, NEAT, BOLT, Internet based trading, margin trading, SHCI, Stock brokers		NSE, Internet based trading, margin trading, Stock brokers. Listing and Depository System.
	MODULE 4 Govt. securities market: Money market instruments, trading system, participants, The Discount and Finance of India. Introduction to Securitization		Module 4: Govt. Securities Market: Money market instruments, trading system, participants, Primary Dealers, Auction System, and NSEWDM.
	MODULE 5 Sources of Finance: Long-term and Short-term finance for Indian Business. India Financial Institutions, Commercial banks, private banks, Private insurance players in India ,Concept of Micro Finance. Critical study of Indian Financial System with respect to financial markets. Functions of Capital and Money Markets.		Module 5: Regulatory Institutions: SEBI, Role of SEBI in Indian Financial Markets, Rules & regulations of SEBI related to Financial Markets, RBI & its guidelines, IRDAI, AMFI, and PFRDA.
			Module 6: Lease Financing: Leasing Process - Types of leasing - Historical perspective of leasing - Present legislative framework of leasing - Lease and taxes - Lease evaluation from the lessor point of view - Lease evaluation from the lessee point of view
			Module 7: Hire purchase: Concepts and characteristics - Hire Purchase vs Lease - Conditions and warranties in Hire purchase & their implications - Tax implications of hire purchase - Evaluation of hire purchase from hirer and hiree point of view.
			Module 8: Factoring & Forfaiting: Meaning of factoring - Process or steps involved in factoring - Types of factoring - Benefits of factoring - Financial Evaluation of factoring - Process & Features of forfaiting
			Module 9: Credit Rating: The concept of credit rating -

			Approaches and process - Classification of credit rating - Benefits and drawbacks of credit rating - Credit rating agencies and their ratings for financial instruments - SEBI Guidelines for Credit Rating Agencies
			Module 10: Consumer Finance: Introduction to Consumer Finance - Credit cards, vehicle financing, financing of other consumer durables. Housing Finance: Nature, Norms, Refinance support - Housing finance system and schemes - National Housing Bank.

Old Syllabus		New Syllabus	
Derivatives Market/Derivatives Market and Risk Management			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B16	MODULE 1 Introduction : Meaning , products, derivative market in India, participants, regulatory guidelines	C19	Module 1: Introduction: Risk Management, Types of Business Risks, Meaning of Derivatives, Products, Factors driving growth of derivatives. Derivative Markets in India (Derivatives Trading at NSE, BSE, NCDEX & MCX), Participants, Functions, Regulatory framework Stock & Index Derivatives: Introduction to Stock & Index Futures, Stock & Index Options, Trading Mechanism, Terminology. Commodities Derivatives: Agriculture, Metal & Energy derivatives in India, Genesis, Trading Mechanism, Terminology, Margin System. Currency Derivatives: Currency Market in India, Genesis, Fixed & Floating exchange rate regime, Terminology, Traders. Interest Rate Derivatives: Interest Rate Caps & Floors, FRA, SWAPS.
	MODULE 2		Module 2: Forward Contracts: An

	Futures contract: meaning, parties, trading procedure, Hedging strategies, valuation, applications and practical exercises, sebi guidelines		overview of Forward Contacts, Features, Carry Price Model, Pricing (No Income, Known Income & Known Yield), Hedging strategies & application, Practical exercises.
	MODULE 3 Option contract: meaning, parties, trading strategies, Settlement procedures for stock, indices, Hedging strategies, Option Valuation. – Black and Scholes Model, Binomial Model, Practical exercises, applications, sebi guidelines		Module 3: Futures Contacts: Meaning, Parties, Terminologies, Basis, Relationship between Futures price & Expected spot price, Trading procedure, Margin System, Open interest, Pay offs, Valuation, Speculation, Hedging & Arbitration strategies, Practical exercises
	MODULE 4 Forward Contracts – An overview. Hedging strategies, valuation, applications and practical exercises		Module 4: Option Contacts: Meaning, Types, Parties, Pay Offs, Settlement procedures for stock, indices, Application of Options (Speculation & Hedging strategies), Combination Strategies (Strips, Straps, Straddle, Strangle), Spreads (Bullish & Bearish Butterfly Spreads, Option Valuation using Black Scholes Model & Binomial Model, Zero Cash Flow Portfolio, Diagrammatic presentation of One & Two step Binomial Process, Practical exercises.
	MODULE 5 Swap Contracts – interest rate swaps, currency swaps and practical exercises		Module 5: SWAP Contacts: Types, Interest rate swaps, Currency swaps. Basic practical exercises.

Old Syllabus		New Syllabus	
Insurance Management/ Insurance and Risk Management			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B17	Module 1: Principles and Practice of Insurance Introduction to Risk and Insurance, Basic principles of General and Life Insurance, Insurance contracts, Management of Insurance organizations. Types of Insurance: General: Personal lines and commercial	B18	Module 1: Risk Introduction to 'risk', types of business and personal risks, significance of risk management function within business organizations. Insurance and Risk - significance of insurance and risk, general structure of the insurance market,

	lines. Life: Individual, group, annuity, pensions and gratuity		significant aspects of this industry. Reforms in Indian Insurance Industry
	<p>Module 2: Regulations on investments, insurance funds with respect to shareholders' funds and policy holder funds. Laws Governing Insurance Accounting and Management</p> <p>Assets and liability management, determination of solvency margin, principles of insurance finance (fixing portfolio wise retention levels, adequacy on IBNR, IBNER, Reserve strain), Costing and pricing of insurance products. (Analytical case studies in the emerging scenario )</p>		<p>Module 2: Life Insurance factors influencing the key functioning of insurance organizations insurable interest, role of riders in insurance policies</p>
	<p>Module 3: Technical Aspects of Insurance</p> <p>Specific areas on general insurance products, underwriting concepts, standard conditions and warranties with respect to –</p> <ul style="list-style-type: none"> <li>- Fire: Perils, clauses, special types of discounts, consequential loss</li> <li>- Marine: types of cargo policy, types of sale contracts and consideration</li> <li>- Motor: Scope of cover, types of vehicles, own damage and third party claims</li> <li>- Miscellaneous: Individual and group, personal and commercial lines, Business Protection Policies and Personal Liability Insurance - Directors and Professionals</li> </ul>		<p>Module 3: Non-life Insurance elements of fire insurance Contact and its ancillary features. Significance of marine insurance and its various policies, the role of rural insurance in making people's lives better in rural India. Types of motor insurance policies, critical aspects of aviation industry in the country, significance of liability insurance in India.</p>
	<p>Module 4: Life insurance products</p> <p>Premium plans, social security schemes, pension policies, group insurance schemes and financial gerontology and superannuating policies</p> <p>Principles of actuarial valuation: Demography, gauging the risk profile of</p>		<p>Module 4: Functions and Organization of Insurers components of the distribution system of life insurance companies in the country, role of agents in the life insurance sector in India, important activities carried out in a</p>

	<p>the company, interest and life contingencies, life office valuations and methods of distribution of surplus. Analytical case studies in the emerging scenario</p>		<p>life insurance organization.</p>
			<p>Module 5: Product Design and Development: Product development in the life and non-life insurance sectors in India, role of risk evaluation in the process of insurance product formation, future trends in the domain of insurance product design and development.</p>
			<p>Module 6: Insurance Underwriting Need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting.</p>
			<p>Module 7: Claims Management: Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement.</p>
			<p>Module 8: Insurance Pricing and Marketing principles of insurance pricing and marketing, tools and techniques used in pricing individual life and health insurance</p>
			<p>Module 9: Financial Management in Insurance Companies and Insurance Ombudsman: importance of financial management in insurance companies, tools of managing expenses in the insurance companies, modes used by the insurance companies in channelizing their funds.</p>
			<p>Module 10: Reinsurance: Reinsurance in the insurance sector. Areas of the application of reinsurance</p>
			<p>Module 11: Regulations Relating to Insurance Accounting and</p>

			Management framework for IRDA rules and regulations regarding general insurance investment in the country, role of financial reporting in managing insurance operations, significance of determining solvency margins.
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Old Syllabus		New Syllabus	
Insurance Management/ Acturial Statistics			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B18	Module 1: Principles and Practice of Insurance Introduction to Risk and Insurance, Basic principles of General and Life Insurance, Insurance contracts, Management of Insurance organizations. Types of Insurance: General: Personal lines and commercial lines. Life: Individual, group, annuity, pensions and gratuity		Module 1: Risk Introduction to 'risk', types of business and personal risks, significance of risk management function within business organizations. Insurance and Risk - significance of insurance and risk, general structure of the insurance market, significant aspects of this industry. Reforms in Indian Insurance Industry.
	Module 2: Regulations on investments, insurance funds with respect to shareholders' funds and policy holder funds. Laws Governing Insurance Accounting and Management Assets and liability management, determination of solvency margin, principles of insurance finance (fixing portfolio wise retention levels, adequacy on IBNR, IBNER, Reserve strain), Costing and pricing of insurance products. (Analytical case studies in the emerging scenario )		Module 2: Life Insurance factors influencing the key functioning of insurance organizations insurable interest, role of riders in insurance policies.
	Module 3: Technical Aspects of Insurance		Module 3: Non-life Insurance elements of fire insurance Contact

	<p>Specific areas on general insurance products, underwriting concepts, standard conditions and warranties with respect to –</p> <ul style="list-style-type: none"> <li>- Fire: Perils, clauses, special types of discounts, consequential loss</li> <li>- Marine: types of cargo policy, types of sale contracts and consideration</li> <li>- Motor: Scope of cover, types of vehicles, own damage and third party claims</li> <li>- Miscellaneous: Individual and group, personal and commercial lines, Business Protection Policies and Personal Liability Insurance - Directors and Professionals</li> </ul>		<p>and its ancillary features. Significance of marine insurance and its various policies, the role of rural insurance in making people’s lives better in rural India. Types of motor insurance policies, critical aspects of aviation industry in the country, significance of liability insurance in India.</p>
	<p>Module 4:Life insurance products Premium plans, social security schemes, pension policies, group insurance schemes and financial gerontology and superannuating policies Principles of actuarial valuation: Demography, gauging the risk profile of the company, interest and life contingencies, life office valuations and methods of distribution of surplus. Analytical case studies in the emerging scenario.</p>		<p>Module 4: Functions and Organization of Insurers components of the distribution system of life insurance companies in the country, role of agents in the life insurance sector in India, important activities carried out in a life insurance organization.</p>
			<p>Module 5: Product Design and Development: Product development in the life and non-life insurance sectors in India, role of risk evaluation in the process of insurance product formation, future trends in the domain of insurance product design and development.</p>
			<p>Module 6: Insurance Underwriting Need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting</p>
			<p>Module 7: Claims Management:</p>



			Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement.
			Module 8: Insurance Pricing and Marketing principles of insurance pricing and marketing, tools and techniques used in pricing individual life and health insurance.
			Module 9: Financial Management in Insurance Companies and Insurance Ombudsman: importance of financial management in insurance companies, tools of managing expenses in the insurance companies, modes used by the insurance companies in channelizing their funds.
			Module 10: Reinsurance: Reinsurance in the insurance sector. Areas of the application of reinsurance.
			Module 11: Regulations Relating to Insurance Accounting and Management framework for IRDA rules and regulations regarding general insurance investment in the country, role of financial reporting in managing insurance operations, significance of determining solvency margins.

Old Syllabus		New Syllabus	
Costing Fundamentals for Managers/Cost and Management Accounting			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B19	MODULE 1 Basic Cost Concepts: Cost Terms, Classification, Cost Drivers and Cost Management, Manufacturing Costs and Definition of	B16	Module 1: Introduction to Cost and Management Accounting Cost Accounting - meaning, objectives , scope and importance, concepts of costs, classification and elements of

	<p>Term.  Cost - Volume Relationships: Break Even Point.  Product Costing: Job Costing and Process Systems. Allocating Indirect Costs, Actual, Normal and Budgeted costing methods. Process costing systems, computations of equivalent units. Weighted Average, LIFO and FIFO methods.</p>		<p>cost, cost centre and cost unit, methods and techniques of costing, role of accountant in decision making. Meaning, objectives and Scope of Management Accounting, Tools and Techniques of Management Accounting, Relationship with different branches of accounting, role of management accountant in decision making.</p>
	<p>MODULE 2  Budgets and Standards as keys to Planning and Control : Major features of Budget, Types of Budget, Cash Budget, Illustration of a Master Budget, Responsibility Accounting, Standard Costing &amp; Variance Analysis, Variance Analysis for Overheads. Cost information for various decision and control Purposes, Opportunity cost. Profitability, Pricing Decisions, Product Profitability decisions and Cost Management.</p>		<p>Module 2: Material Cost, Control and Techniques of Inventory Management Meaning of Material cost, types of materials, purpose for holding material, material control. Procurement procedure and documentation. Inventory Management techniques of fixing stock levels, EOQ, ABC analysis. Treatment of waste, scrap, discarded inventories.</p>
	<p>MODULE 3  Cost allocation and Costing Systems, Purposes of Cost Allocation, Cost Tracing and Cost Pool, Allocating Costs from one department to another. Evolving Trends in Cost assignments, Joint and by Products Costs.</p>		<p>Module 3: Activity Based Costing (ABC) Meaning, Importance, Characteristics, Elements and Steps involved in ABC, ABC vs. Traditional Costing , Uses and Limitations.</p>
			<p>Module 4: Costing System &amp; Methods Costing Systems   Unit and Output Costing   Job Costing: Job Cost Cards, Collecting Direct &amp; Indirect Costs, Allocation of Overheads and its Applications. Contact Costing: Features (Theory), Distinction between Job and Contact Costing. Process Costing: Features, Applications. Service Costing: Features and Applications (Transport).</p>

			Module 5: Budgeting and Budgetary Control Meaning, objectives and scope of budgeting - Forecast and budget – Types of budgets – Cash budget, flexible budget (examples), Zero base budget - Budgetary control.
			Module 6: Standard Costing & Variance Analysis Definition, Significance and Applications - Various Types of Standards. Variance Analysis for Materials, Labour and Overheads - Benchmarking for Setting of Standards - Variance Reporting to Management
			Module 7: Marginal costing and cost volume profit Analysis: Meaning, objectives & scope of marginal costing - Techniques of marginal costing (including profit-volume ratio, contribution, Break Even Point, Margin of safety) – Application of Marginal Costing
			Module 9: Analysis and Interpretation of Financial Statements Corporate Accounting – Features - Form and Contents of Financial Statements and Interfaces with Companies Act - Analysing and Interpreting Financial Statements – Statement of Changes in financial Position (Funds Flow and Cash Flow Analysis – AS 3 ) Difference between Cash Flow and Fund Flow Statement. Recent Trends in Management Accounting
			Module 9: Management Reporting and Information Systems Meaning, objectives and scope of Management reporting - Nature and types of Management reporting - Management Information system – Meaning, Objectives and scope - Role of MIS.

Old Syllabus		New Syllabus	
LEGAL ENVIRONMENT AND INDUSTRIAL RELATIONS/ Applications of labour laws			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B20	MODULE 1.A General Survey, Need, Objectives and Principles of Legal Environment.	B19	Module 1. Origin of Law – Sources of Law – Legal Concepts: Rights – wrongs – Liability –Obligations Duties – Powers – Immunity – Disability – Justice (distributive v. Corrective)
	MODULE 2.Legal Enactments in India Influence of ILO on Indian Legislation.		Module 2. Overview of the IDA Act . Analysis of the terms “industry” and “industrial dispute” – Distinction between S. 33(1) and 33(2) – How does S. 33-A operate? – Distinction between S. 33C (1) & 33C (2) – Scope of enquiry under S. 33-C(2) as compared to S. 10 (1).
	MODULE 3.Quality of Work Life – Meaning, Specifications, Quality of Work Life and Productivity, Barriers, Strategies for improvement of QWL.		Module 3. Discipline – Introduction – common law right of employers – the nature of restrictions imposed on the common law right to terminate – rights of workmen u/s. 2-A of the ID Act – Nature of powers conferred on the adjudicators u/s. 11-A – misconduct – misdemeanour – carelessness – standing orders – misconduct: classification
	MODULE 4.Workers’ Participation in Management and Quality Circles Concepts to make Quality Circle process Effective, Objective of WPM, Essential conditions for Successful working of WPM, forms of WPM, Performance evaluation of PM, Suggestions for Success of WPM.		Module 4. Disciplinary proceedings: implications of preliminary enquiry – Charge-sheet – nature, scope and criticality of CS – contents of CS – precautions, issues and concerns in framing charges – Show-cause notice vs. Charge-sheet – Domestic Enquiry – Principles of Natural Justice reasonable opportunity – representation of parties – examination-in chief – cross-examination – re-examination and re-cross – manner of adducing evidence – leading questions – role of EO – summing-up arguments – enquiry proceedings vs. Enquiry findings – closing of enquiry proceedings – findings or report of

			the EO
	MODULE 5.Industrial Relations Conceptual Analysis, Trade Unions Grievance Procedure and Disciplinary Procedure, Collective Bargaining Industrial Conflicts - Types, prevention and Settlement		Module 5.: Overview of Factories Act , 1948, Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act, Workman Compensation Act, PF Act, ESIC Act etc. and contemporary issues in labor laws
	MODULE 6.All relevant legal enactments in force from time to time to be studied from point of view of their implication for business.		

Old Syllabus		New Syllabus	
PERFORMANCE APPRAISAL AND COUNSELLING/Performance Management and Competency Mapping			
SubC ode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B21	MODULE 1. Performance Appraisal: The past and the future Human Resource Development and Performance Appraisal, Meaning, Need, Purpose, Content,	B22	Module 1 : Objectives of Performance Appraisal, Historical Review of P A, Research Findings in P A in India and abroad Issues and Problems in P A
	MODULE 2. Designing your Performance : Key Business Process; Competitive Advantage; role Clarity, accountability and effectiveness Increasing Self awareness& understanding Self appraisal		Module 2:. Job Description and Performance Appraisal, Job Analysis in Performance Appraisal Systems, Measurements in Performance management
	MODULE 3 Performance Appraisal Process: Identifying KRAs KPAs, SMART goals; Focus and Priority Matrix; Preparing a Performance Plan, Using Performance Appraisal Data, making performance appraisal work		Module-3:Methods of P A. Appraisal Forms and Formats , Design , Process and Documentation of P A Appraisal Communication, Self Appraisal and MBO
	MODULE 4 Recent Performance Appraisal technique: 360 feedback system, HR accounting,		Module -4: Appraisal Interview, Performance Feedback and Counselling , Implications of Management Styles on P A , P A and

	Assessment centers, MBO & BARS		its Organisational Implications, Legal and Ethical Perspectives in P A .
	MODULE 5 Performance Scorecard: Balanced Score card, Employee Scorecard, HR scorecard, PcMM Model		Module 5 :Competency Mapping Meaning, Characteristics, types of competencies, Purpose and approaches of competency mapping, tools for mapping. Behavioural event interview, repertory grid, critical incident technique, Subject expert discussions, survey method and participant observation. Issues related to developing competency based applications, formation of competency frame work, Competency mapping and assessment centres. Resistance and recommendations, Contemporary issues
	MODULE 6 Performance Counseling and Mentoring Meaning and Definition ;Principles of counseling;Process;What is counseling is NOT; Directive and Non Directive types of Counseling ;Charterstics of good counselor ;Post appraisal interviews; Potential Appraisal Performance Improvement Strategies, Indian Success Stories		

Old Syllabus		New Syllabus	
Leadership Styles/ Managerial Effectiveness and Leadership			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
B22	MODULE 1 Introduction: Meaning, definition, role and significance of leadership in organization, theories of leadership, types of leaders, transactional and transformational leadership	B20	Module 1 Understanding your Thinking Process ,Identifying the Filters on your World Enriched Communication Through Sensory Specific Language ,Managing your Internal Dialogue Perceptual Positions for Assertiveness
	MODULE 2 Leadership in 21 <sup>st</sup> century: the challenges of globalization and		Module 2 Anchoring a Resourceful Stage for yourself to Manage Conflicts Creating Rapport

	technology to leadership development, leadership function,		,Powerful Persuasion Strategies ,Personality Typing using Enneagram. Introduction to Briggs-Myers Personality Types
	MODULE 3 Strategies to be a good leader: characteristics and culture of a boss and leader, sensitivity, consistency, exploring, and coordinating, use of integrated computer networks to be an effective leader		Module 3 NLP Test ,Selling with NLP ,Managing with the Power of NLP
			Module 4 Life Planning: Personal Mission and Vision Principle Centered Leadership ,Emotional Intelligence ,The Road Less Travelled
			Module 5 The Seven Habits of Highly Effective People ,Effective Life and Time Management Spiritual Foundations of Personal Effectiveness , Contemporary issue

Old Syllabus		New Syllabus	
Strategic Management/ Strategic Management			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C01	MODULE 1 Strategic Management: What is Strategy and Business Policy; What is Strategy, Why strategic Management; Strategic Management in multi SBU	C1	Module 1: Basic concepts in Strategic Management: Meaning and definition, phases, benefits, impact of globalization and environmental sustainability on strategic management, theories of organizational adaptation, creating a learning organization, basic model of strategic management, initiation of strategy-triggering events, strategic decision making, Mintzberg's modes

			of strategic decision making and the strategic audit
	<p>MODULE2</p> <p>Strategic Management elements and model:</p> <p>Strategic intent ,Elements of Strategic Management – mission and objective – why, how are they formulated, why do they change, examples of mission /objective, . Factors influencing formation of objectives and mission, Policies, programs, budgets, and procedures, Mintzberg model of decision-making, Strategic decision making process, Corporate Governance and Social Responsibility</p>		<p>Module 2: Corporate Governance and Corporate Social Responsibility: Role of the Board of Directors, responsibilities, concept of Board of Directors continuum, members, codetermination, organization of Board, trends in corporate governance, the role of top management and responsibilities, Mintzberg and Caroll’s propositions, corporate stakeholders, ethical decision-making, Kohlberg’s Levels of moral relativism, encouraging ethical behavior.</p>
	<p>MODULE 3</p> <p>General environment: identifying external environment variables; economic factors, technological factors, social factors, porter’s approach to industry analysis; drawing an industry matrix / etop; global competition</p>		<p>Module 3: Environmental scanning and Industry Analysis: Meaning and definition of environmental scanning, identifying external environment variables, natural, task, and societal environments, Identifying external strategic factors, Industry analysis, Michael Porter’s approach to industry analysis – 5 Forces Model, industry evolution, categorizing international industries, strategic groups, strategic types, hyper competition, construction of industry matrix, competitive intelligence, forecasting and forecasting techniques, and construction of External Factor Analysis Summary (EFAS) table</p>
	<p>MODULE 4:</p> <p>Internal Analysis and Diagnosis, VRIO framework:</p> <p>Competitive Advantage, Value-chain analysis, internal factors to be analyzed – Marketing and distribution factors; R&amp;D factors; Production &amp; Operations factors; Corp. Resources &amp; Personnel factors; Finance factors, diagnosing strengths and weaknesses of an organization. Developing a IFAS and</p>		<p>Module 4: Internal Scanning – Organizational Analysis: Identifying core and distinctive competencies, using resources to gain competitive advantage, determining sustainability of an advantage, business models, value-chain analysis – industry value chain analysis and corporate value-chain analysis, basic organizational structures, strategic business unit and</p>



	<p>strategic advantage profile.(IFAS+EFAS=SGAS Matrix). SWOT Analysis &amp; TOWS Matrix</p>		<p>conglomerate structure, corporate culture, strategic issues in functional areas of marketing, finance, R&amp;D, operations, HR, informationsystems/technology, and construction of Internal Factor Analysis Summary (IFAS) table</p>
	<p>MODULE 5: Generic Strategic Alternatives: Basis-Porter's Generic Strategies; Direction: Expansion, Stability, Retrenchment, and combination strategies – when and how do companies choose them?; Timing tactics and market location tactics.</p>		<p>Module 5: Strategy Formulation – Situation analysis &amp; Business Strategy: SWOT analysis – meaning, benefits, and criticisms, generating a Strategic Factor Analysis Summary (SFAS) matrix, finding a propitious niche, review of mission and objectives, generating alternative strategies by using a TOWS matrix, Business strategies, Porter's competitive strategies, risks and issues in competitive strategies, competitive tactics – timing tactics and market location tactics, cooperative strategies, collusion and strategic alliances.</p>
	<p>MODULE 6 Strategy Variation Internal and External alternatives to strategies ;( Concentric Strategies – vertical Integration, Diversification strategies) Related / Unrelated, Horizontal/ Vertical, Active / Methods: Passive alternatives. International Entry Strategies – Acquisitions, Mergers, and Joint Ventures – Factors which are important – legal and human considerations.</p>		<p>Module 6: Strategy Formulation – Corporate strategy Meaning and types of Corporate strategy – directional strategies, portfolio analysis, and parenting strategy. Types of directional strategies – growth, stability, and retrenchment strategies, 50 concentration and diversification, vertical growth and horizontal growth, international entry options, types of diversification strategies, stability strategies –types, retrenchment strategies – types, Portfolio analysis: BCG Growth-Share matrix and GE Business Screen, advantages and limitations of portfolio analysis.</p>
	<p>MODULE 7: Corporate level Decision Making: Strategic Choice and Implementation; Analytical Tools – BCG Matrix, GE Business Screen, International Portfolio analysis, Key Country Matrix.;</p>		<p>Module 7: Strategy Formulation – Functional strategy &amp; strategic choice Meaning and definition of functional strategy, marketing strategy, financial strategy, R&amp;D strategy, operations strategy,</p>

	Parenting Matrix	purchasing strategy, logistics strategy, HRM strategy and IT strategy. The sourcing decision, location of functions, strategies to avoid, strategic choice, constructing corporate scenarios, process of strategic choice, techniques of devil's advocate & dialectical inquiry
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Old Syllabus		New Syllabus	
Business Ethics/ Business Ethics			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C02	MODULE 1 Introduction to Business Ethics Ethical Problems in Business; Ethical Choices in Business; Importance of Ethics in Business	C2	Module 1: Introduction to Business Ethics Ethical Problems in Business; Ethical Choices in Business; Importance of Ethics in Business Scope for business ethics: <b>Personal policy, Societal level, Internal policy level, Stake holder level</b>
	MODULE 2 Moral Standards Ethics and Decision Making; Making Moral Decisions		Module 2 : Ethical Theories Cognitivism, Non-cognitivism , Teleological theory, Deontological theory, Hybrid theory, Enlightened egoism
	MODULE 3 Ethics in Practice		Module 3: Code of ethics & Moral Standards Code of ethics, <b>Code of conduct, Code of practice Ethics and Decision Making; Making Moral Decisions</b>
			Module 4: Theories of Social Responsibility Ethics in Practice, <b>Classical Theory, Stakeholder Theory, Corporate Social Responsibility Theory (CSR)</b>

Old Syllabus		New Syllabus	
Company and Business Law/Legal aspects of Business			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C03	<p>MODULE 1</p> <p>Introduction to Business Law-Law and Society, Law and Business, Branches of Law Bird's Eyeview of Constitution of India, - Fundamental Rights (Article 12 to 16, 19, 21) Directive Principles of State Policy (Article 36 to 51), Fundamental Duties (Article 51 A), Intercourse of Trade and Commerce, Structure of Judiciary and Judicial Administration</p>	C3	<p>Module 1: The Indian Contract Act, 1871 Introduction about constitution of India , Indian judicial system, fundamental duties and rights, law and business, Nature and classification of Contracts - Essential elements of a valid Contract ,Offer and Acceptance - Consideration - Capacities of Parties , Provisions relating to free consent, void agreements ,Provisions relating to performance and discharge of Contract ,Breach of Contract - Meaning and remedies,Quasi Contract , Special Contracts Contract of Indemnity and Guarantee, Contract of Bailment and Pledge,Contact of Agency</p>
	<p>MODULE 2</p> <p>Indian Contract Act, 1872 – Definition of Contract, Essentials of Valid Contract, Void, Voidable, Illegal and Unlawful agreements, Contingent and Quasi Contract, Performance, Termination and Breach of Contract, Remedies for Breach of Contract;Special Contracts – Indemnity and Guarantee, Bailment and Pledge and Law of Agency.</p>		<p>Module 2: Sale of goods act Definition of a Contract of Sale, Conditions and Warranties, Passing of Property,Right of Unpai Seller against the Goods, Remedies for Breach</p>
	<p>MODULE 3</p> <p>Indian Companies Act, 1956 – Concept and Classification of Company, Features of different types of Company, Procedure of incorporation, Memorandum of Association, Articles of Association, Prospectus, Shares, Share Capital, Membership, Management of Companies – qualifications and appointment of directors, removal of directors,</p>		<p>Module 3: Negotiable Instrument Act Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Holder and Holder in due course, Negotiation, Presentment, Discharge from Liability,Noting and Protest, Presumption, Crossing of Cheques, Bouncing of Cheques</p>

	appointment of managerial personnel, winding \up of company.		
	<p>MODULE 4</p> <p>Sale of Goods Act, 1930 – Contract of Sale of Goods, Agreement to Sell, Essentials of Sale, Conditions and Warranty, Rights and Duties of Buyer and Seller Partnership Act, 1932 – Definition of Partnership Formation of Partnership, Rights and Duties of Partner, Dissolution of Partnership Firm. Negotiable Instruments Act, 1881 – Concept and Features of Promissory Note, Bill of Exchange, Cheque, Parties to Negotiable Instrument, Holder, Dishonour and Discharge, bouncing of cheques</p>		<p>Module 4: The Indian Partnership Act, 1932 Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firm</p>
	<p>MODULE 5</p> <p>Intellectual Property Rights – Trade Marks, Patents, Copy Rights, Industrial Designs (only concepts), Information Technology Act, 2000 – Introduction, Internet, Privacy, Pornography, e-Commerce, Digital Signature (working idea)</p> <p>Right to Information Act, Competition Act, Consumer Protection Act, 1986 (Working idea)</p>		<p>Module 5: The Companies Act, 1956 Concept and Classification of Company, Features of different types of Company, Procedure of incorporation, Memorandum of Association, Articles of Association, Prospectus, Shares, Share Capital, Membership, Management of Companies – qualifications and appointment of directors, removal of directors, appointment of managerial personnel, winding \up of company</p>
			<p>Module 6: Cyber laws , Information Technology Act, 2000 – Introduction, Internet, Privacy, Pornography, eCommerce, Digital Signature (working idea), Right to Information Act, - Right to know, Salient features of the Act, obligation of public Authority, Designation of Public Information officer, Request for obtaining information, Duties of a PIO, Exemption from disclosure of information, Partial disclosure of information, Information commissions, powers of Information Commissions, Appellate, Authorities, Penalties, Jurisdiction of</p>

			courts. Intellectual Property Rights – Trade Marks, Patents, Copy Rights, Industrial Designs (only concepts), Competition Act, Consumer Protection Act, 1986 (Working idea)
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Old Syllabus		New Syllabus	
Business Process Reengineering and Benchmarking/Business Process Reengineering and Benchmarking			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C04	MODULE 1 Benchmarking Benchmarking- Introduction to Benchmarking, Conducting a Benchmarking study, methods and practices of Benchmarking, Training for Benchmarking, legal aspects of Benchmarking; Benchmarking costs.	C6	Module 1: Introduction to Business Process Reengineering::What is Reengineering? Why Reengineering, History and Development of Business Process Reengineering (BPR), Principles of Reengineering, Application of Reengineering, The essence of Reengineering, The three 'R's of Reengineering
	MODULE 2 Business Process Reengineering- Definitions, Organizing for Re-engineering, Process Re-engineering framework. Steps in Re-engineering process. Top management support, Phases in Re-engineering program		Module 2: Application side of Reengineering: Requirements of Reengineering process, Reengineering in the service industry, Reengineering and TQM, Integrating Reengineering and process improvement, Benefits and Limitations of Reengineering, The Holonic Concept, How the 'Holonic network' works? Advantages of Holonic business system, and Types of holonic networks.
			Module 3: Introduction to Benchmarking. What is Benchmarking? What is a

			benchmark? Evolution of benchmarking, Reasons to benchmark, Advantages and limitations of benchmarking, Types of benchmarking, Areas to benchmark, Four phases of benchmarking.
			Module 4: Application side of Benchmarking: Benchmarking process, Issues related to benchmarking process, Benchmarking quality in a nut shell.

Old Syllabus		New Syllabus	
Business Process Outsourcing/Business Process Outsourcing			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C05	<p>MODULE 1</p> <p>Introduction and meaning of BPO, history of the industry, human issues in Call Centers and BPO industry, stress, quality/quantity conflict, intensity, targets, sleeping disorders, consequences of unmanaged stress, managing stress</p>	C8	<p>Module 1 Introduction and meaning of BPO, history of the industry, human issues in Call Centers and BPO industry, stress, quality/quantity conflict, intensity, targets, sleeping disorders, consequences of unmanaged stress, managing stress</p>
	<p>MODULE 2</p> <p>Attrition rates in BPO industry and retention strategies in ITES/BPO industry, employee benefits provided by majority of BPO companies,</p>		<p>Module 2 Attrition rates in BPO industry and retention strategies in ITES/BPO industry, employee benefits provided by majority of BPO companies,</p>
	<p>MODULE 3</p> <p>PCMM model and its application, introduction, the strategic objectives pursued in PCMM, need for PCMM (People Capability Maturity Model), structure, level, behavioural characteristics of maturity level, key process areas- maturity levels vs.</p>		<p>Module 3 PCMM model and its application, introduction, the strategic objectives pursued in PCMM, need for PCMM (People Capability Maturity Model), structure, level, behavioural characteristics of maturity level, key process areas- maturity levels vs. process categories</p>

	process categories		
	<p>MODULE 4</p> <p>Managing IT outsourcing: offshore, onshore, and nearshore, how to think strategically about outsourcing, BPO meets BPM, Business Process Offshoring,</p>		<p>Module 4 Managing IT outsourcing: offshore, onshore, and nearshore, how to think strategically about outsourcing, BPO meets BPM, Business Process Offshoring,</p>
	<p>MODULE 5</p> <p>Moving up the value chain from BPO to KPO, opportunities &amp; challenges in the field, areas in the KPO, challenges for Indian companies in the financial services KPO business, classification of outsourcing phenomenon in financial services, BPO potential in the Financial Services Sector</p>		<p>Module 5 Moving up the value chain from BPO to KPO, opportunities &amp; challenges in the field, areas in the KPO, challenges for Indian companies in the financial services KPO business, classification of outsourcing phenomenon in financial services, BPO potential in the Financial Services Sector</p>

Old Syllabus		New Syllabus	
Introduction to E commerce/E-Commerce and Digital Marketing			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C06	<p>Introduction to E-Commerce:</p> <p>Its meaning, Framework, The anatomy of E-commerce applications, E-commerce consumer applications &amp; E-commerce organization applications.</p>	C12	<p>Module 1: Overview of digital marketing Introduction to digital world, Brief history, Framework of E-commerce, need and scope of digital marketing, definition, digital economy and digital society, benefits and limitations , why digital marketing. Characteristics of Ecommerce &amp; its Importance. Framework, Architecture, Impact of e-Commerce, The framework of e-Commerce applications; e-Commerce Consumer applications, e-Commerce Organization Applications, e-commerce in India, Prospects of e-commerce, Advent of Ecommerce in India, Major Players, Current Scenario of Ecommerce in India, Challenges faced, Future Aspects for Ecommerce in India.</p>

	<p>MODULE 2</p> <p>The internet terminology:  Chronological history of the internet,  Internet Governance, Client server  Network security, Fire walls and network  security. Data and message security,  Encrypted documents and E-mail.  Network infrastructure for E-Commerce  and network security Components of the  I-Way- Network access equipments,  Global information distribution  networks, Public Policy issues shaping  the 1- Way Utility of and demonstration  of Client – Server architecture,</p>	<p>Module 2: Digital marketing  mechanism, tools and impact:  Mechanism of online marketing,  seller, buyers and transactions, E-  marketplace, customer interaction  mechanism, virtual world as a  mechanism, competition in digital  world. Application of E Commerce  in Direct Marketing and Selling,  Value Chain Integration, Supply  Chain Management, Corporate  Purchasing, Financial and  Information Services, Obstacles in  adopting ECommerce Applications,  Future of E Commerce.</p>
	<p>MODULE 3</p> <p>Web – site designing –Web background,  www as architecture, E – Com &amp; www  &amp; consumer oriented E-Commerce.  Technology behind the web, security  and the web- consumer oriented  application mercantile process models.  E – Shopping &amp; exercises with  virtual mall</p>	<p>Module 3: Internet value chain,  business models for digital  marketing: Value chain concept,  online marketing value chain, supply  chain, identifying business models  (different models), Online Research.  business models for digital  marketing, Innovation and the Net,  Emerging trends in Digital  Marketing</p>
	<p>MODULE 4</p> <p>Electronic payment systems:  Types of E-payment systems, Digital  token based, smart cards, Credit card  based E-payment systems, Risk and E –  Payments systems, Designing E-  payment systems, Electronic Data  Interchange, EDI applications in  business -legal, security and privacy  issues. Internet based EDI. Internal  information systems, work flow  automation and co-ordination - -  customization and internal commerce,  Supply Chain Management, types of  digital documents &amp; corporate data ware  houses. Demo of E – banking system,  payment methods</p>	<p>Module 4: Internet marketing mix  and Consumer behavior in digital  marketing: Product strategies,  Pricing Strategies, place and  promotion strategies in digital world,  people, process and physical  evidence strategies. E-Commerce  Marketing Concepts: Basic  marketing concepts for internet  marketing, Ecommerce marketing  and branding strategies,  strengthening the customer  relationship, E Supply Chain  Management, E CRM, E Payment  Systems, History’s Lessons about  Payments, Electronic payment  systems Definition, Scope,  Characteristics, Importance.  Applications of Electronic Payment  Systems. Digital Payment  requirements, Problems with</p>



			<b>Traditional Payment Methods</b>
	<p><b>MODULE 5</b>  Software agents:  the internet protocol suite, mobile and wireless computing fundamentals and active/ compound document architecture, Characteristics and properties of agents, the technology behind the software agents. Applets, browsers, and software agents, layers and networking, internet protocol suite, Desktop TCP/IP, SLIP and PPP, Mobile TCP / IP based networking; multicast, Next generation IP, Mobile computing framework, wireless delivery technology and switching methods, mobile information access devices, cellular data communication protocols - mobile computing applications - personal communication service (PCS),</p>		<p>Module 5: Marketing communication strategies: Online/E-retailing, Traffic Building, Usability, Credibility, Persuasion, Search engine Optimization, social media communication. Introduction to Online Marketing, Advantages of Online Marketing, Various businesses that can flourish online, Introduction to E advertising, 64 Various means of E advertising, Conducting Online Market Research, Building Customer Relationship Based on One to One Marketing, Market Segmentation, Data Mining and Marketing Research, Intelligent Agents in Marketing, Measuring the Effectiveness of E advertising.</p>
			<p>Module 6: E-branding and Marketing Strategies Elements of Branding, Spiral Branding, Introduction to Marketing Strategies, Permission marketing strategies, Brand Leveraging Strategies, Affiliate marketing strategies, Viral marketing strategies, Website Naming Issues, Advertising supported Model, Marketing Strategy on the Web. Four P's in E-Marketing, E Market Segmentation and Targeting, E Market Differentiation and Positioning, Online Consumer Behavior and Online Consumer Research, E Marketing Knowledge an important paradigm</p>
			<p>Module 7: E-mail marketing and M-commerce, Introduction to E marketing, Internet Retailing, Consumer Channels. B2B E-Commerce., Traditional Marketing Vs E marketing, Identifying Web Presence Goals, The Uniqueness of the Web, Meeting the needs of</p>

			Website visitors, E-marketing Value Chain, Site Adhesion, Maintaining a Website, Metrics for Internet units of measurement
			Module 8: E-payment and security, Fraud, security and privacy concerns, cyber crime, Ecommerce laws in India, Introduction to the Concepts ,Security Concerns, Security Solutions, Digital Signatures, Protocol for Secure messaging, Paper Document Vs Electronic Document, Technology for Authentication, Laws for Ecommerce

Old Syllabus		New Syllabus	
Knowledge Management/Knowledge Management			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C07	Module 1: Knowledge Management concept , definition ,the need , utility and universal applications ,role of knowledge management in the network world Process of knowledge management .A systems approach to Knowledge Management Cycle	C5	Module 1 Knowledge Management concept , definition ,the need , utility and universal applications ,role of knowledge management in the network world Process of knowledge management .A systems approach to Knowledge Management Cycle
	Module 2: knowledge management models, strategic implications of KM models, practical implications of KM models		Module 2 knowledge management models, strategic implications of KM models, practical implications of KM models
	Module 3: Knowledge capture and codification. Tacit Knowledge capture at individual and group levels – interviewing experts, structured interviewing, learning by observation, learning by being told-strategic and practical implications.		Module 3 Knowledge capture and codification. Tacit Knowledge capture at individual and group levels – interviewing experts, structured interviewing, learning by observation, learning by being toldstrategic and practical implications.
	Module 4 : Knowledge sharing and communities of practice, Strategic and practical implications of knowledge application , role of organizational culture.		Module 4 Knowledge sharing and communities of practice, Strategic and practical implications of knowledge application , role of organizational culture.

Module 5: Knowledge management tools and techniques , knowledge leadership , ethics of knowledge management and future challenges for Knowledge Management	Module 5. Knowledge management tools and techniques , knowledge leadership , ethics of knowledge management and future challenges for Knowledge Management
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Old Syllabus		New Syllabus	
Project Management/Project Management			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C08	MODULE 1. Project Management - Definitions, Overview, Project Plan, Management Principles applied to Project Management Project Management Life Cycle, Project Life Cycles and Uncertainty.	C7	Module 1. Project Management - Definitions, Overview, Project Plan, Management Principles applied to Project Management, Project Management Life Cycle, Project Life Cycles and Uncertainty.
	MODULE 2. Project planning - Scope, Problem statement, Project Goals, Objectives, Success criteria, Assumptions, Risks, Obstacles, Approval process, Projects and Strategic Planning		Module 2. Project planning - Scope, Problem statement, Project Goals, Objectives, Success criteria, Assumptions, Risks, Obstacles, Approval process, Projects and Strategic Planning.
	MODULE 3. Project Activities - Project Resource Requirements, Types of Resources.		Module 3. Project Activities - Project Resource Requirements, Types of Resources
	MODULE 4. Project Monitoring, Evaluation and Control - Project Network Technique Planning for Monitoring and Evaluation Project Audits, Project Management Information System, Project Scheduling PERT and CPM, Project Communication Post-Project Reviews.		Module 4. Project Monitoring, Evaluation and Control - Project Network Technique, Planning for Monitoring and Evaluation, Project Audits, Project Management Information System, Project Scheduling, PERT and CPM, Project Communication, Post-Project Reviews.
	MODULE 5 .Project Team Management Recruitment, Organizing, Human Resources, Team operating rules, Project Organization, Various forms of Project Organization, Project Organization Charting.		Module 5 Project Team Management - Recruitment, Organizing, Human Resources, Team operating rules, Project Organization, Various forms of Project Organization, Project Organization Charting.
	MODULE 6.Closing the Project - Types of Project Termination, Strategic		Module 6. Closing the Project - Types of Project Termination,

Implications, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination procedures. Project Contracts, principles, Compilation of contracts, Practical Aspects, Legal Aspects, Global Tender, Negotiations, Insurance.	Strategic Implications, Project in Trouble, Termination Strategies, Evaluation of Termination Possibilities, Termination procedures. Project Contracts, principles, Compilation of Contacts, Practical Aspects, Legal Aspects, Global Tender, Negotiations, Insurance.
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Old Syllabus		New Syllabus	
Sales Management			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C09	<p>MODULE 1: Introduction to Sales Management</p> <p>Evolution of Sales Department, Evolution of Personal Selling, Meaning and objective of Sales Management Nature and Role of Sales Management Personal Selling Strategies Types of Personal Selling (Industrial, Retail and services) Types of Selling (Order takers, Order creators, Order getters) Theories of Selling – AIDA Difference between Selling &amp; Marketing Management Process Sales Management Process Emerging Trends in Sales Management</p>	C11	<p>Module 1: Introduction to Sales Management : Evolution of Sales Department, Evolution of Personal Selling, Meaning and objective of Sales Management Nature and Role of Sales Management Personal Selling Strategies Types of Personal Selling (Industrial, Retail and services) Types of Selling (Order takers, Order creators, Order getters) Theories of Selling – AIDA Difference between Selling &amp; Marketing Management Process Sales Management Process Emerging Trends in Sales Management</p>
	<p>MODULE 2 : Selling Skills and Selling Process</p> <p>Selling and Buying Styles Selling Situations (Selling Task functions, Maintenance selling, Developmental Selling) Selling Skills Negotiation Skills Problem Solving Skills Problem Solving Process Problem Definition Techniques. Stages</p>		<p>Module 2: Selling Skills and Selling Process : Selling and Buying Styles Selling Situations (Selling Task functions, Maintenance. Selling, Developmental Selling) Selling Skills Negotiation Skills Problem Solving Skills Problem Solving Process Problem Definition Techniques. Stages, Prospecting</p>

	Prospecting (process & Methods) Handling customer objections-Methods of Closing Sale.		(process & Methods), Handling customer objections, Methods of Closing Sale.
	MODULE 3 : Managing Sales Information or Setting Personal Selling Objectives Types of Personal Selling Objectives Qualitative & Quantitative Important terms: Market Potential, Sales Potential, Sales Forecast Forecasting Market Demand Market Demand Function Market Demand Forecasting Marketing Decision Support System Forecasting Process Methods of Forecasting.		Module 3: Managing Sales Information or Setting Personal Selling Objectives: Types of Personal Selling Objectives Qualitative & Quantitative Important terms: Market Potential, Sales Potential, Sales Forecast Forecasting Market Demand Market Demand Function Market Demand Forecasting Marketing Decision Support System Forecasting Process Methods of Forecasting.
	MODULE 4 : Sales Organization Purpose of sales Organization Setting Up a Sales organization Types of sales organization structure (Line, Line & Staff, Functional sales, Committee sales) Factors influencing the structure Typical Structure-Line Organization Design by Territory, Management, Function, Product, Customer Combined sales Organization Design, Emerging Organizational Designs Number of Sales People.		Module 4: Sales Organization :Purpose of sales Organization Setting Up a Sales organization Types of sales organization structure (Line, Line & Staff, Functional sales, Committee sales) Factors influencing the structure Typical Structure-Line Organization Design by Territory, Management, Function, Product, Customer Combined sales Organization Design, Emerging Organizational Designs Number of Sales People
	MODULE 5 : Organizing Sales Efforts Management of Sales Territory Functions & Qualities of Sales Executives Sales Territory-Concept Designing: Reasons & Procedures Shapes.		Module 5: Organizing Sales Efforts Management of Sales Territory:Functions& Qualities of Sales Executives Sales Territory-Concept Designing: Reasons & Procedures Shapes
	MODULE 6 : Management of Sales Quota Meaning of Sales Quota Objectives and Principles of setting Sales Quota Quota Setting – Procedure / Methods Types Problems in Setting Sales Quota		Module 6: Management of Sales Quota Meaning of Sales Quota Objectives and Principles of setting Sales Quota Quota Setting – Procedure / Methods Types Problems in Setting Sales Quota
	MODULE 7: Recruitment & Selection of Sales Force, Training Motivation & Compensation of sales Force		Module 7: Recruitment & Selection of Sales Force, Training Motivation & Compensation of sales Force

Old Syllabus		New Syllabus	
Customer Relationship Management			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C10	MODULE 1: Introduction to Relationship Marketing, Why CRM	D9	Module I: Customer Relationship Management: Concepts and Processes: An Introduction to CRM; Evolution of Relationship marketing, concepts, types, evolution of CRM, CRM models, Principles of CRM, technology and software applications in CRM, CRM Integration in an Organization; customer centric approach, factors responsible for integration in CRM, Customer Loyalty and Retention; Customer life cycle, customer value, customer lifetime value, acquisition and retention of customers, CRM Process; objectives, cost and benefit analysis of CRM, 4Cs of CRM process, CRM cycle, CRM in B to C, B to B markets, CRM adoption, CRM in Marketing and Service.
	MODULE 2 Implementing CRM		Module II: Analytical CRM: Database Management; levels of data abstraction, categorization of database, database applications, database warehousing, integrating data with data warehousing technology, data based management software, customer profiling and database management, market implications of database management, , Data Analysis and Data Mining; 3600 view of customers, real time automated decisions, marketing messages, data analysis, data mining
	MODULE 3 Steps in CRM <i>Customer Acquisition &amp; Segmentation,</i> <i>Customer Life time value computation</i> Crafting the right value propositions - Define purpose of relationship -Setting relationship boundaries -Creating		Module III: CRM Operations: Customer Loyalty and Retention Management; segmentation of customers, loyalty programs, recovery management, customer complaint management, customer retention management and strategies,

	relationship value -Motivating Employees -Role of IT in CRM		RFM analysis, customer recall management, CRM in Marketing Channels.
			Module IV: CRM: Technology, Implementation, and Applications: Technological Developments in CRM; E-CRM, CRM software, CRM solutions and its components, Sales force automation and mobile CRM, CRM Implementation; customer interface, and components, need for implementing CRM, framework for implementing CRM, implementing CRM projects, upcoming technology in CRM implementation, CRM and software vendors, choosing an appropriate CRM solution, ERP, issues in CRM implementation, ROI of CRM, Applications of CRM, Assessment of CRM; Benefits of CRM, Justifications of spending on CRM, ROI in CRM, Hurdles faced during CRM adoption.

Old Syllabus		New Syllabus	
Brand Management/ Strategic Brand Management			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C12	<p>MODULE 1</p> <p>Branding perspectives, branding challenges and opportunities, the brand equity concept, strategic brand management process, Identifying and establishing brand positioning and values, customer based brand equity, steps of brand building, brand building implications, brand positioning and values, positioning guidelines, defining and establishing brand values</p>	C14	<p>Module I: Brands and Brand Management: Brand? Importance of brands, Characteristics of strong brand, branding challenges and opportunities, brand equity, strategic brand management process. Customer-based Brand Equity and Brand Positioning: brand knowledge, sources of brand equity, identifying and establishing brand positioning, positioning guidelines, defining brand mantra, Brand Resonance and the Brand Value Chain: steps of building strong</p>

			brand, value stages and implications of brand value chain.
	<p>MODULE 2</p> <p>Planning and implementing brand marketing programs, choosing brand elements to build brand equity, options and tactics for brand elements, designing marketing programs to build brand equity, product strategy, pricing strategy, channel strategy, Integrating marketing communications, to build brand equity, leveraging secondary brand knowledge to build brand equity,</p>		<p>Module II: Designing and Implementing Brand Marketing programs: Choosing brand elements to build brand equity, criteria for choosing brand elements, options and tactics for brand elements, designing marketing programmes to build brand equity: integrating marketing, product, pricing, channel strategies, Integrating Marketing Communications to Build Brand Equity: the new media environment, four major marketing communication options, brand amplifiers, developing IMC programs, Leveraging Secondary Brand Associations to Build Brand Equity; conceptualizing the leveraging process, company association, country of origin and other geographic areas, channels of distribution, co-branding, licensing, celebrity endorsement, sporting, cultural and other events third party sources</p>
	<p>MODULE 3</p> <p>Measuring and interpreting brand performance, developing a brand equity measurement and management system, the brand value chain, designing brand tracking studies, measuring sources of brand equity, measuring outcomes of brand equity</p>		<p>Module III: Measuring and Interpreting Brand Performance: Developing a Brand Equity Measurement and Management System; conducting brand audits, designing brand tracking studies, establishing a brand equity management system. Measuring Sources of Brand Equity: Capturing Customer Mind-Set; qualitative research techniques, quantitative research techniques, comprehensive models of consumer-based brand equity, Measuring Outcomes of Brand Equity: Capturing Market Performance; comparative methods, holistic methods.</p>
	<p>MODULE 4</p>		<p>Module IV: Growing and Sustaining Brand Equity: Designing and</p>



	<p>Growing and sustaining brand equity, designing and implementing branding strategies, introducing and naming new product and brand extensions, managing brands over time, managing brands over geographical boundaries, market segments.</p>	<p>Implementing Branding Architecture Strategies; developing brand architecture strategy; defining brand potential, identifying brand extension opportunities, branding new products and services, brand portfolios, brand hierarchies, corporate branding, brand architecture guidelines, Introducing and Naming New Products and Brand Extensions; new products and brand extensions, merits and demerits of brand extensions, understanding how consumer evaluate brand extensions, evaluating brand extension opportunities, extension guidelines based on academic research, Managing Brands over Time; reinforcing brands, revitalizing brands, adjustments to the brand portfolio,</p>
		<p>Module V: Managing Brands, Over Geographic, Boundaries and Market Segments:Regional market segments, other demographic and cultural segments, rationale for going international, merits and demerits of global marketing programs, global brand strategy, standardization Vs. Customisation, developing Vs. developed markets building global customer based brand equity. Closing perspectives; strategic brand management guidelines, what makes strong brands, future brand priorities.</p>

Old Syllabus	New Syllabus
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Rural Marketing			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C13	MODULE 1: Indian Rural Market Environment Introduction, Population, Occupations, Income Generation, Rural Urban Disparities, Infrastructure, Development Programmes, Reforms etc.,	C15	Module I: The Call of Rural India: Defining rural markets, rural myths, the rural marketing mix and challenges, the evolving rural consumer rural India the exploding middle class, The Rural Marketing Environment; the evolution of rural marketing, the rural environment, the rural economic environment, the rural economic structure, the rural infrastructure, rural economy, rural employment generation programmes, Government initiatives.
	MODULE 2: Rural Marketing Definition, concept, scope, nature, etc., Size and Nature of Indian Rural Markets Rural Demand & Rural Market Index Problems in Rural Marketing.		Module II: Rural Consumer Behaviour: consumer buying behavior model, what influences consumer behavior? The buyer decision process, the product adoption process, diffusion of innovation, Rural Marketing Research, the rural marketing research process, special tools used in rural marketing research field procedures and rural realities, the rural research business. Segmenting and Targeting Rural Markets: rural market segmentation, targeting rural markets, positioning in rural market.
	MODULE 3: Consumer Behavior Buying Characteristics, Decision Process, Behavior and Evaluation, Segmenting the Rural Market- Targeting and Positioning, Product Strategy- Significance, concepts and product mix decisions, Pricing Strategy -Objectives, Policies and Strategies, Promotion Strategies Advertising, Sales Promotion, Communication in Rural Marketing – Language and Culture		Module III: Product Strategy: the product concept and the classification of rural products, product decisions and strategies, product branding in rural markets, packaging for rural markets, product warranty and after-sales service, new product development in rural markets, Pricing Strategies; pricing in rural India, setting the price for rural products and services, price setting strategies.
	MODULE 4: Distribution Strategies for rural Marketing and channels of		Module IV: Distribution in Rural Markets; Availability: the challenge

	<p>distribution Marketing strategies for specialized rural market oriented commodities Marketing of Agriculture Products Marketing of Agriculture Machinery and other agricultural inputs like fertilizers pesticides, seeds, feeds and other equipment</p>		<p>and the dilemma, distribution channels, the rural retail environment, channel behavior in rural areas, distribution models in rural markets, rural-centric distribution models. Rural logistics, rural dominance, Communication Strategies for Rural Markets; Challenges in rural communication, the communication process: an overview, developing effective rural communication, creating advertisements for rural audiences, sales promotion and events and experiences.</p>
	<p>MODULE 5: Products of cottage and village industries. Role of Co-operative, Govt., financial institutions, public sector undertaking, regulated markets and public distribution systems</p>		<p>Module V: Rural Services Marketing;telecommunications in rural India, information communication technology in rural areas, Marketing in Small Towns; definition of small town, small town in consumer behavior, the strategic importance of small towns for rural marketers,</p>
			<p>Module VI: Role of Government in Rural India; rural infrastructure, education, health, skill development, employment, financial inclusion, sanitation, agriculture, Future of Rural Marketing; rural boom, the way forward, rural dividend.</p>

Old Syllabus		New Syllabus	
Retail Management			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C14	<p>MODULE 1 : Perspectives on Retailing: World of Retailing, Retail management, introduction, meaning, characteristics, emergence of organizations of retailing-Types of Retailers -Multichannel</p>	C13	<p>Module I: Introduction to the World of Retailing: Retailing in India, Significance of retail industry, Marketing retail equations, new role of retailers, Indian retail scenario</p>

	<p>Retailing -Customer Buying Behavior, Historical Perspective, role of retailing, trends in retailing-Problems of Indian Retailing -Current Scenario -Future Course</p>	<p>and its future prospects, Global retailers, retail opportunities. Types of Retailers, Multichannel Retailing: Retail Formats and Theories, Theories of retail development, Concept of retail life cycle, Classification of retail stores, The role of franchising in retail, Customer Buying Behavior: Understanding the Retail Consumers, The factors influencing retail shopper, Consumer decision making process, changes in the Indian consumer, the use of market research as a tool for understanding markets and consumers.</p>
	<p>MODULE 2 : Retailing strategy and planning: -Retail Market Strategy -Financial Strategy -Site &amp; Locations –Human Resource Management, Information Systems and supply chain management &amp; Logistics</p>	<p>Module II: Retail Market Strategy: Retail Market strategy; Financial Strategy: Measures of Financial Performance, The strategic profit model, Measures of retail performance, Retail Locations; Retail Site Location: The importance of store locations, types of locations, steps involving in choosing a location, trade areas and their evaluation, how to evaluate a retail location. Human Resource Management, Information Systems and Supply Chain Management, Customer Relationship Management.</p>
	<p>MODULE 3 : Merchandise Management: -Planning Merchandise Assortments - Buying systems -Buying merchandise – Pricing -Retail Communication Mix</p>	<p>Module III: Merchandise Management: Managing the Merchandise Planning Process, The concept of merchandising, the evolution of merchandising function in retail, Buying Merchandise: The process of merchandising buying, the procedure for selecting vendors and building partnerships, the concept of own brand and manufacturers' brand the concept of category management, Role of Pvt. Labels, Retail Pricing: The concept of retail pricing and the factors affecting price, elements of retail</p>

			price, developing a pricing strategy, adjustment to retail price, GMROI. Retail communication mix, The concept of retail marketing mix, STP, the role of POP in retail. E-retailing.
	MODULE 4 : Store Management -Managing the store-Store Layout, design, and Visual Merchandising, Customer Service		Module IV: Store Management :Managing the Store, Store Layout, Design, and Visual Merchandising, Retail Store Operations, The relationship between store image and store design components of exterior and interior consideration for selecting layout visual merchandising in retail, Customer Service: The concept of customer service, the gaps in customer service, methods and tools available for encouraging loyalty, role of retail sales person, selling process.
	MODULE 5: Relationship Marketing in Retailing: Management of relationship, evaluation of relationship marketing, relationship marketing in organized and unorganized retail sector, retail research and retail audits.		Module V: Starting your own Retail Business, Starting a Franchise Business, Cases

Old Syllabus		New Syllabus	
Mergers and Acquisitions/Mergers, Acquisitions and Corporate Restructuring			
SubC ode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C18	MODULE 1 Mergers and Acquisitions -An overview : Objectives ,theories of mergers, synergy of merger, types of mergers, Merger process; five stage model- due diligence-methods of financing mergers-cash offer, share exchange ratio-mergers as a capital budgeting decision, Negotiating the merger and closing the deal.	C17	Module 1: Merger and Acquisition – meaning, objectives and emergence of the M&A wave in India. Motives for corporate mergers. Theories of merger- hypothesis concerning M&A. Synergy of merger – Operating synergy & financial synergy. Types and process of mergers. Five stage model – due diligence methods of financing

			mergers – cash offer – share exchange ratio merger as a capital budgeting decision. Negotiating the Merger and closing the deal.
	<p><b>MODULE 2</b>  Corporate restructuring: different methods of restructuring- joint ventures- sell off and spin off – equity carve out – leveraged buy outs – management buy outs – master limited partnerships – employee stock ownership plans</p>		Module 2: Corporate Restructuring – Meaning, objectives & methods of restructuring – joint ventures – corporate sell off & spin off – Equity carve out – leveraged buy outs (LBOs) – Management buy outs (MBOs) – difference between LBO and acquisition – Employee Stock Option Plans (ESOPs) – Master Limited Partnership (MLP) (Practical).
	<p><b>MODULE 3</b>  Valuation: valuation approach - discounted cash flow valuation – relative valuation - valuing operating and financial strategy – valuing corporate control – valuing of LBO</p>		Module 3: Merger and Acquisition valuation – valuation approach – discounted cash flow valuation. Equity valuation – Relative valuation - Synergy & Value creations – valuing operating & financial synergy – valuing corporate control – valuing of LBO (Practical).
	<p><b>MODULE 4</b>  Accounting for amalgamation – pooling of interest method, purchase method – procedure laid down under Indian companies act. Accounting for M&amp;A. Take over Defenses: Financial defensive measure – coercive offers and defense – anti-takeover amendments – poison pill defense , Greenmail etc.</p>		Module 4: Accounting for Amalgamation – Pooling of Interest Method, Purchase Method, Net Assets Method, Net Payment Method & Intrinsic Method- Procedure laid down under Indian Companies Act – Accounting for M&A (Practical).
	<p><b>MODULE 5</b>  Legal and regulatory framework of M &amp; A: Companies act, Income tax act, SEBI takeover code, SEBI act, competition act etc, Post merger issues.</p>		Module 5: Corporate control mechanism and takeover defenses – coercive offers and defense – anti take over amendments – Crown jewel – Shark Repellents – Poison Pill – Pacman – Green mail – White Knight – Golden Parachute
			Module 6: Legal and Regulatory framework of M&A: Companies Act 1956 /2013, Income Tax Act 1961, SEBI Act, SEBI takeover Code etc.
			Module 7: Post merger issues & Integration

			(Accounting/Systems/HR).
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Old Syllabus		New Syllabus	
International Financial Management/ International Financial Management			
Subj Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C19	MODULE 1: International Finance: International Monetary System. Capital Flows and Flight-External Debt & Equity Financing. Analysis and preparation of BOP	C22	Module 1: International financial Environment - The Importance, rewards & risk international finance- Goals of MNC - International Business methods – Exposure to international risk - International Monetary system - Multilateral financial institution.
	MODULE 2: International Financial Markets and Instruments-Forex Markets, Cash and spot Exchange Markets, Euro Currency market. Capital and money markets – GDRs, ADRs, ADS - Bonds, FRNs - Cross currency rates and interest rate arbitrage Problems on Basic Exchange Rate mechanism		Module 2: International flow of funds: International Flow of Funds: Balance of Payment (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (Problems on BOP)
	MODULE 3: Indian Forex Market-Convertibility of Rupee - Exchange Control - Determination and forecasting of Forex rates - Law of one price - Purchasing power parity - Interest Rate Parity		Module 3: International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the European Monetary Union (EMU). Foreign Exchange Market: Function

		<p>and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, and Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.</p>
<p>MODULE 4: Commercial banks and Foreign payments: International payments mode and costs</p>		<p>Module 4: International Financial Markets and Instruments: Foreign Portfolio Investment. International Bond &amp; Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds &amp; Eurobonds, Global Bonds. Floating rate Notes, International Money Markets International banking services –Correspondent Bank, Representative offices, Foreign Branches.</p>
<p>MODULE 5: Financing of Foreign trade:-Interest and currency risk - Compensation for risk - Risk Management and products -Swaps, Options, Futures in Forex Markets - Hedging Instruments - International Investment Strategies</p>		<p>Module 5: International Parity Relationships &amp; Forecasting Foreign Exchange rate: Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate-Forecasting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity &amp; International Fisher effect. Covered Interest Arbitrage.</p>
<p>MODULE 6: International Working Capital Management: Multilateral Netting; MNC capital budgeting basics</p>		<p>Module 6: Foreign Exchange Exposure: Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure Management of Interest rate exposure (Practical Problems / Exposure to Exposure Management)</p>



			Cases: Xian Janssen Pharma (China) and the Euro, Toyota's European Operating Exposure, LaJolla Engineering Services Limited.
			Module 7: Foreign Exchange Risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps- Hedging through currency of invoicing- Hedging through mixed currency invoicing.

Old Syllabus		New Syllabus	
Security Analysis and Portfolio Management			
SubCode	Unit wise Syllabus	SubCode	Unit wise Syllabus
C21	MODULE 1 Investment- Nature and significance, types of investment	C23	Module 1: Investment: Significance & Dimensions of Investment, Speculation, Gambling, Investment Process. Introduction to stock market indices, types, Construction of Stock Market Index (Price weighted, Capitalization and Free float)
	MODULE 2 Stock Market Indices – BSE Sensitive & National Indices, BSE 200, RBI Index, NSE Index, Dollex and “Foreign market indices, construction of securities market indices, stock market and bond market indices		Module 2: Security Risk, Return & Valuation: Unsystematic & Systematic Risk, Analysing Risk, Estimation of Beta, Alpha, Correlation and $r^2$ using SLRM. Stock Return, Anticipate Return, Single period & Multi period Dividend Discount Model, Constant Growth Model, Valuation through P/E Ratio, Preferred Stock Valuation. Practical exercises
	MODULE 3 Fundamental Analysis – economic analysis and investment decisions, industry and company analysis.		Module 3: Valuation of Bonds – Current Yield - YTM - Bond Risk - Bond Theories. Convexity & Duration of the Bond. Practical exercises
	MODULE 4		Module 4: Fundamental Analysis:

	Technical analysis		Economic, Industry and Company Analysis. Practical exercises.
	MODULE 5 Analyzing risk and return – Types, risk aversion, return analysis, capital allocation between risky and risk free assets.		Module 5: Technical analysis: Meaning, Dow Theory, Support & Resistance Levels, Charts & Patterns, Indicators: Volume of Trade, Simple Moving Average, MACD, Oscillators: RSI, ROC, Stochastic Oscillator. Practical exercises.
	MODULE 6 Behaviour of stock market prices: Efficient market hypothesis, Random walk hypothesis, Effects of combining securities, efficient frontier, portfolio analysis, Markowitz Portfolio Theory, asset pricing theories, portfolio selection, models on selection		Module 6: Efficient Market Hypotheses (EMH) – Forms of EMH – Random Walk Theory - Evidences for EMH – market anomalies
	MODULE 7 Portfolio performance evaluation –tools of evaluation, strategies, portfolio revision, asset management companies		Module 7: Portfolio Models/Theories: Markowitz Model, Efficient Frontier, Capital allocation between risky and risk free assets, Sharpe Index Model, Corner Portfolio, Capital Asst Pricing Theory, SML, CML, Arbitrage Pricing Theory. Practical exercises.
			Module 8: Portfolio Evaluation & Revision: Sharpe, Treynor & Jensen performance Indices, Strategies, Portfolio Revision, Techniques, Benefits of International Portfolio Investment & Risk. Asset Management Companies. Practical exercises.

Old Syllabus		New Syllabus	
Investment Decisions/ Personal Finance and Tax Planning			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C22	MODULE 1: Introduction of Investment, Investment Decisions, Classification of Investment, Saving and investment, Modes of investment, Investment objectives, tax planning in	C18	Module 1: Financial Planning Process: Utilities of Personal Financial Planning Techniques – The Personal Financial Planning Process – Planning for a Life Time –

	investment decisions, factors favorable for investment		The Financial Planning Environment – Various Determinants of Personal Income.
	MODULE 2: Capital Budgeting, Introduction, Nature, Process, Project classification, Investment criteria.		Module 2: Financial Statements and Plans: The Role of Financial Statements in Financial Planning – Preparing Personal Balance Sheet and Income and Expense Statement based on Life Cycle Approach– Using Personal Financial Statements
	MODULE 3: Techniques of Capital Budgeting NPV, IRR, PI, MIRR, Payback period, ARR- Comparison, Investment Appraisal in practice.		Module 3: Investment Avenues & Tax Planning: Meaning and Purpose of Investment –Factors Considered in the Choice of Investments , Short & Long-term investments - FDs – Post Office Schemes – Insurance – Mutual Funds – Real Estate – Bullion markets – Equity – Debt – Commodities – IDRs, PPF, NPS, – Developing Investment Strategy.
	MODULE 4: Estimation of project cash flow, elements of cash flow, Basic principles of cash flow estimation, Investment decision under inflation, Investment timing and duration, Investment decision under capital rationing, computation of Cost of capital, computation of overall cost of capital.		Module 4: Basic of Income Tax, Basic Concepts, Residential Status & Tax Incidence, Income Exempted from Tax
	MODULE 5: Risk analysis in Capital Budgeting-Introduction, Management of risk, Risk evaluation approaches and techniques		Module 5: An overview of computation of Gross Total Income, Deductions from the Gross Total Income u/s 80C to 80U, Tax rates & Calculation of Tax liability
			Module 6: Income Tax Authorities & Filing Returns – Traces (26 AS) – Form No. 16 A – ITR I & II – Permanent Account Number & Aadhar linkage, Tax Audit, Qualities & Qualifications required in auditors, forms, reporting & disclosure in financial statement, Settlement of Cases

Old syllabus		New syllabus	
Organization development & institutional building/ organization development & institutional building			
Subcode	Unit wise syllabus	Subcode	Unit wise syllabus
C23	MODULE 1 Introduction : Historical perspective of OD Nature, Goal, phases in OD and institution building	C24	Module 1 Introduction to Organizational development: Definitions and Historical overview of OD, Foundation of OD
	MODULE 2. Diagnostics, analysis, information to check the problem areas, Evaluation of Key Result Areas (KRAs), Team Building, Sensitivity Training and Direct Feedback methods in Organizational Development		Module 2 Nature of Planned Change: Theories of Planned change, Lewin's Change Model, Action Research Model, The Positive Model Comparisons of Change Models; General Models of Planned change Entering and Contacting, Diagnosing, Planning and Implementing Change, Evaluating and Institutionalizing Change; Different types of planned change, and OD Practitioner.
	MODULE 3. Organizational Culture; Component Study, Characteristics, Types, Changing Work Culture, for Effective Institution Building, Behavioural Aspects of Workforce, Lewin's Model.		Module 3 Diagnosing Organizations: Need for diagnostic models, Organizations group, Group Level Diagnosis, individual level diagnosis, collecting and analyzing the diagnostic information, Feeding back of diagnostic information.
	MODULE 4. Study of Diversity Management, Participative Attributes, Creativity and Effectiveness, Learning Patterns, Steps to achieving higher Productivity Goals, Implementation Strategies, TQM.		Module 4 Interpersonal and Group Process Approach: Process consultation, Individual, group and organisation level interventions- T Group, sensitivity training, team building interventions, formal group diagnostic and team building meeting, process consultation intervention etc, Third party interventions- Intergroup team building interventions, third party peace making interventions partnering. Structural interventions-

			Self managed teams, MBO, Work redesign, parallel learning structures etc. Team Building.
	MODULE 5. Behavioral interventions at individual group and organization levels.		Module 5 Institution Building: Meaning of Institution, how institution differs from organizations, Factors contributing to development of an institution, Process of institution building, Role of CEO in Institution building, Important role of institutions, Great institution builders of India (Vikram Sarabhai, Ravi J Matthai, Vijay Shankar Vyas, Contemporary issues

Old Syllabus		New Syllabus	
Strategic Management of Human Resources/ Strategic of human Resource Management			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
C24	MODULE 1 The Concept of HRM HRM defined – The development of HRM concepts – Reservations about HRM – HRM and Personnel management – Reactions to HRM from Employees, Origins and development of the concept of Strategy – Strategy defined – The Fundamentals of Strategy – The Formulation of Strategy – Strategic Management.	D16	MODULE 1 The Concept of HRM HRM defined – The development of HRM concepts – Reservations about HRM – HRM and Personnel management – Reactions to HRM from Employees, Origins and development of the concept of Strategy – Strategy defined – The Fundamentals of Strategy – The Formulation of Strategy – Strategic Management.
	MODULE 2. Concept and Overview of Strategic HRM-Strategic HRM - Strategic Fit- Resources Based Strategic HRM. The Nature, Origins, and Implications of Strategic HRM. Linking Organizational and Human Resource Strategies. Strategic HRM in a Global Context		MODULE 2. Concept and Overview of Strategic HRM Strategic HRM - Strategic Fit- Resources Based Strategic HRM. The Nature, Origins, and Implications of Strategic HRM. Linking Organizational and Human Resource Strategies. Strategic HRM in a Global Context
	MODULE 3. Models of Strategic HRM-General Models – The high performance working models – The high commitment management model – The high		MODULE 3. Models of Strategic HRM General Models – The high performance working models – The high commitment management model – The high involvement

	involvement management model.		management model.
	MODULE 4. The Development and Delivery of HR Strategies Strategy formulation propositions – process issues – key concepts and issues – the strategic agenda – the development process – implementing HR strategies: a systematic approach		MODULE 4. The Development and Delivery of HR Strategies Strategy formulation propositions – process issues – key concepts and issues – the strategic agenda – the development process – implementing HR strategies: a systematic approach.
	MODULE 5 Making the Impact: The Role of HR The role of HR – New Mandate for HR – Strategic partner role – HR as the business partner – strategic role of the HR director – HR professionals as change agent – getting the fundamentals rights – views about the role of HR		MODULE 5 Making the Impact: The Role of HR The role of HR – New Mandate for HR – Strategic partner role – HR as the business partner – strategic role of the HR director – HR professionals as change agent – getting the fundamentals rights – views about the role of HR Organizational HR Strategies and Functional HR Strategic & contemporary issues
	MODULE 6 Organizational HR Strategies and Functional HR Strategic Organizational development – Strategies for Culture change – Strategic for Knowledge management – commitment strategic – strategies for climate of trust – organizational HR strategic in action , Resourcing Strategy – Strategy Human Resources development – Strategies for managing performances – reward strategic – employee relations strategic		Organizational development – Strategies for Culture change – Strategic for Knowledge management – commitment strategic – strategies for climate of trust – organizational HR strategic in action , Resourcing Strategy – Strategy Human Resources development – Strategies for managing performances – reward strategic – employee relations strategic

Old Syllabus		New Syllabus	
Management Control System/ Management Control System			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
D01	MODULE 1. Basic Concepts, Goals, Strategies, Key-variables in Management Control Systems, Control characteristics in Business activities.	D1	Module 1: Management Control System; Nature, basic concepts, boundaries of management control
	MODULE 2. Management by Objectives with emphasis on all functional areas in an organisation, Analysis for effective		Module 2 : Management Control Environment ; understanding strategies-goals, concept of strategy,

	feedback.	corporate level strategy, business unit strategies. Goal congruence-concept, influence of informal factors on goal congruence, the formal control system, types of organization, functions of the controller
	MODULE 3.Ideal Reporting System - Budget Reporting. Estimation in Reporting, Financial Reporting, Project Reporting, Troubles in Reporting, Nature of Economic Reporting.	Module 3: Responsibility Center. Revenue centers, expense centers, administrative and support centers, research and development centers, profit center-general considerations, business unit as profit centers, other profit centers, measuring profitability. Transfer pricing-meaning, objectives, methods, pricing the corporate services, administration of transfer pricing. Measuring of assets employed, EVA vs ROI, evaluating the performance of managers and the evaluating the economic performance of the entity.
	MODULE 4.Responsibility Center Concept - Types of Responsibility Centers. Evolution of various models of Responsibility Centers, Cost Centers and Associated problems Profit Center and Associated Problems with special reference to Transfer Pricing Problems Investment Center and Associated Problems with special reference to Problem of Measurement of Investment Conversion of One system into the other-when, why and how, Importance of Behavioural Aspects of Management Control	Module 4: Budget preparation process, nature of budget, other budgets, behavioral aspects in budgets, calculating the variances, variance in practice, limitations of variance analysis. Performance measurement systems, management compensation-incentives, characteristics of incentive, compensation plans, incentives for corporate officers and business unit managers. Control for differentiated strategies
	MODULE 5.Budgetary Control System - Types of Budget, Zero Based Budgeting, Performance Budgeting, Flexible Budgets, Special Problems related to Behavioural Aspects. (Participation, Procedure, Authorization, System and Manual).	Module 5 : Controls in service organization- general ideas on services organization, professional services organization, financial services organization, health care services organization, non-profit organizations.
	MODULE 6.Special Reports, Reporting under Inflationary conditions. Reporting for inter-firm comparison. Financial	Module 6: Multinational Organizations- cultural differences, transfer pricing issues, exchange rate

	Control and Reporting in Non-Profit and Non-Government Organisations, Multi-National Organisations and Service Organisations.		issues
			Module 7: Projects; Nature of projects, the control environment-project planning, execution and evaluation.

Old Syllabus		New Syllabus	
Major Concurrent Project [MCP]/ Major Concurrent Project[MCP]			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
D02	<p>Preamble The Major Concurrent Project (MCP) is a fully practical oriented course which has been designed to give students indepth knowledge in their <u>field of specialization</u>. Major Concurrent Project (MCP) is an improved version of Summer Inplant Training (SIT), which we use to have at the end of II semester. In MCP, the student will have more scope to apply knowledge. In this MCP students are encouraged to explore concepts already dealt in the class and understand its application in the field. Unlike SIT (at the end of II semester) the student, while carrying Major Concurrent Project, is more focused and would be getting continuous guidance from the external as well as internal experts. The following note presents the broad guidelines of the Major Concurrent Project.</p> <p>Title of the Course Major Concurrent Project (MCP) <b>Duration</b> 60 days in 2 phases. (Phase – I and Phase – II)</p>	D2	<p>Preamble The Major Concurrent Project (MCP) is a fully practical oriented course which has been designed to give students indepth knowledge in their field of specialization. Major Concurrent Project (MCP) is an improved version of Summer Inplant Training (SIT), which we use to have at the end of II semester. In MCP, the student will have more scope to apply knowledge. In this MCP students are encouraged to explore concepts already dealt in the class and understand its application in the field. Unlike SIT (at the end of II semester) the student, while carrying Major Concurrent Project, is more focused and would be getting continuous guidance from the external as well as internal experts. The following note presents the broad guidelines of the Major Concurrent Project. Title of the Course Major Concurrent Project (MCP) Duration 60 days in 2 phases. (Phase – I and Phase – II)</p>
	PROCESS / GUIDELINES:		PROCESS / GUIDELINES: 1) Each student will select a project in the



	<ol style="list-style-type: none"> <li>1) Each student will select a project in the area of his/her specialization in an organization. (Organization could be any company (Public/Private/NGO/ Government organization/Department etc.)</li> <li>2) The choice of the organization has to be made in consultation with the Institute. The Institute for this purpose should assign an internal faculty member who will act as the mentor throughout the Major Concurrent Project. The assignment of mentor and choice of organization should be made by the end of <u>first week of semester</u>.</li> <li>3) The study conducted by the student will be a full time effort where he/she is required to attend the <u>Industry/business/organization/NGO</u> for over two full days in a week. The industry expert will act as the External guide and the student is required to submit attendance details every week to his <u>mentor</u>.</li> <li>4) The Institute will provide three full days- (Every week Tuesday &amp; Wednesday or Monday &amp; Tuesday or any 2 consecutive week days for the students, to be with the Industry/ External Guides.</li> <li>5) The proposal for the Major Concurrent Project (MCP) should be submitted by 1<sup>st</sup> week of start of IV semester to the institute. The institute should send a CD of all proposals to Chairman BOE, KUD by 2<sup>nd</sup> week of start of IV semester, which will ensure the registration</li> </ol>	<p>area of his/her specialization in an organization. (Organization could be any company (Public/Private/NGO/ Government organization/Department etc.)</p> <p>2) The choice of the organization has to be made in consultation with the Institute. The Institute for this purpose should assign an internal faculty member who will act as the mentor throughout the Major Concurrent Project. The assignment of mentor and choice of organization should be made by the end of first week of semester.</p> <p>3) The study conducted by the student will be a full time effort where he/she is required to attend the Industry/business/organization/NGO for over two full days in a week. The industry expert will act as the External guide and the student is required to submit attendance details every week to his mentor.</p> <p>4) The Institute will provide three full days- (Every week Tuesday &amp; Wednesday or Monday &amp; Tuesday or any 2 consecutive week days for the students, to be with the Industry/ External Guides.</p> <p>5) The proposal for the Major Concurrent Project (MCP) should be submitted by 1st week of start of IV semester to the institute. The institute should send a CD of all proposals to Chairman BOE, KUD by 2nd week of start of IV semester, which will ensure the registration of students for Major Concurrent Project. The Institute should also make 92 arrangement to upload these proposals on their website. Students should prepare these proposals in consultation with the Internal and External Guide.</p> <p>6) The format for the proposal is as given below:</p>
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	<p>of students for Major Concurrent Project. The Institute should also make arrangement to upload these proposals on their website. Students should prepare these proposals in consultation with the Internal and External Guide.</p> <p>6) The format for the proposal is as given below:</p> <ul style="list-style-type: none"> <li>□ Topic of the study (Major Concurrent Project)</li> <li>□ Need for the study (Stress on Need for study-current trends in the area)</li> <li>□ A review of earlier research studies conducted</li> <li>□ Objectives of the study</li> <li>□ Methodology</li> <li>□ Proposed outcomes and benefits of the study</li> </ul> <p>7) Major Concurrent Project will be conducted in 2 phases as above. The completed MCP report is to be submitted by the end of one week after the last day of the III semester end examinations. Late submissions should not be entertained by the Institute in any case. A soft copy on a CD of all MCP reports is to be sent to Chairman BOE, KIMS, KUD immediately after the submission date.</p> <p>8) There shall be a mid review of MCP, to be conducted immediately after the mid semester examinations.</p> <p>9) Separate presentations for the organizations and the Institute have to be arranged in last week of the MCP duration as per mutual convenience.</p> <p>10) There will be a project viva-voce</p>	<p>Topic of the study (Major Concurrent Project) Need for the study (Stress on Need for study-current trends in the area) A review of earlier research studies conducted Objectives of the study Methodology Proposed outcomes and benefits of the study Major Concurrent Project will be conducted in 2 phases as above. The completed MCP report is to be submitted by the end of one week after the last day of the III semester end examinations. Late submissions should not be entertained by the Institute in any case. A soft copy on a CD of all MCP reports is to be sent to Chairman BOE, KIMS, KUD immediately after the submission date. 8) There shall be a mid review of MCP, to be conducted immediately after the mid semester examinations. 9) Separate presentations for the organizations and the Institute have to be arranged in last week of the MCP duration as per mutual convenience. 10) There will be a project viva-voce conducted by Karnatak University, soon after the theory examinations. The panel of examiners will be similar to SIT and as approved by the Board of Studies.</p>
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	<p>conducted by Karnatak University, soon after the theory examinations. The panel of examiners will be similar to SIT and as approved by the Board of Studies.</p>		
	<p><b>Deliverables</b> The students are required to deliver the following without any concessions as per the dates mentioned in the above process.</p> <ol style="list-style-type: none"> <li>1) MCP proposal ... (by end of 2<sup>nd</sup> week of start of semester)</li> <li>2) Mid review presentation ... (Immediately after mid-semester examination)</li> <li>3) Submission of MCP report ... (by end of 1<sup>st</sup> week) (Soft copy + Hard copy- 3 no.s)</li> <li>4) Presentation (for organization and the Institute) (Last week of the MCP duration)</li> <li>5) Presentation for Viva-voce examination conducted by KUD. (as per K.U. Notification)</li> </ol> <p><b>Format for Major Concurrent Project Reports</b> The format for the Major Concurrent Project reports should be in the following manner.</p> <ul style="list-style-type: none"> <li>▢ Executive Summary .... 4 pages</li> <li>▢ Introduction of the study .... 5 pages</li> <li>▢ About the organization – Brief .... 5 pages</li> <li>▢ Objectives .... 1 page</li> <li>▢ Analysis and Findings .... 15 pages</li> <li>▢ Discussion .... 10 pages</li> </ul>		<p><b>Deliverables</b> The students are required to deliver the following without any concessions as per the dates mentioned in the above process. 1) MCP proposal ... (by the end of 2<sup>nd</sup> week of start of IV semester) 2) Mid review presentation ... (Immediately after mid-semester examination) 3) Submission of MCP report ... (by the end of 1<sup>st</sup> week) (Soft copy + Hard copy- 3 no.s) 4) Presentation (for organization and the Institute) (Last week of the MCP duration) 5) Presentation for Viva-voce examination to be conducted by KUD. (as per K.U. Notification)</p> <p><b>Format for Major Concurrent Project Reports</b> The format for the Major Concurrent Project reports should be in the following manner.</p> <p>Executive Summary .... 4 pages Introduction of the study .... 5 pages About the organization – Brief .... 5 pages Objectives .... 1 page Analysis and Findings .... 15 pages Discussion .... 10 pages Conclusion .... 8 pages References ..... 2 pages</p> <p>In certain cases, students may change the format in consultation with his mentor and the External Guide. Enough care should be taken that the Major Concurrent Project report focuses the study undertaken by the student and its findings.</p>

	<p>▢ Conclusion .... 8 pages</p> <p>▢ References .... 2 pages</p> <p>In certain cases, students may change the format in consultation with his mentor and the External Guide. Enough care should be taken that the Major Concurrent Project report focuses the study undertaken by the student and its findings. The report should contain minimum 50 pages written using the following format:</p> <p>i) A-4 size paper (Executive Bond) ii) MS Word style with Times New Roman Font iii) Font size -12 for Text and 14 for headings iv) Portrait Paper settings with 1 inch margins on all the four sides.</p>		
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Old Syllabus		New Syllabus	
Management in government			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
D04	MODULE 1 Indian constitutions- Role and functions of Government	D4	MODULE 1 Indian constitutions- Role and functions of Government
	MODULE 2 Central Government and its organization, The bureaucratic as well as political systems, Budgeting as a process., Execution or implementation and problems there in		MODULE 2 Central Government and its organization, The bureaucratic as well as political systems, Budgeting as a process., Execution or implementation and problems there in
	MODULE 3 State Government and its organization, The bureaucratic as well as political system, Budgeting as a process,		MODULE 3 State Government and its organization, The bureaucratic as well as political system, Budgeting as a process, Execution or

	Execution or implementation		implementation
	MODULE 4 Management of human resources in the Governmental context. How to motivate? Motivational strategies some leadership styles (effective)		MODULE 4 Management of human resources in the Governmental context. How to motivate? Motivational strategies some leadership styles (effective)

Old Syllabus		New Syllabus	
International Marketing Management / International Marketing			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
D06	MODULE 1. Overview of the World Business - Domestic V/S International Marketing, Benefits of International Marketing.	D6	Module I: An Overview of International Marketing: The Scope and Challenge of International Marketing, International Marketing Environment, Preparing for International Marketing Strategies
	MODULE 2 .Trade theories and economic development - Barriers to International Marketing, Role of GATT, WTO, GSP, etc, Global Business Environment.		Module II: The Dynamic Environment of International Trade: The Cultural Environment of Global Markets, History and Geography: The Foundations of Culture, Cultural Dynamics in Assessing Global Markets, Management Style, and Business Systems.
	MODULE 3.Planning for International Marketing - Overseas Marketing Research and Information System, Foreign Market entry Strategies		Module III: The Political Environment: A Critical Concern, The International Legal Environment: Playing by the Rules: Assessing Global Market Opportunities.
	MODULE 4.International Marketing Decisions - Product, Branding, Packaging Pricing, Distribution, Sales and Sales Promotion decisions and Strategies.		Module IV: Developing a Global Vision through Marketing Research and Segmentation, Economic Development and the Americas, Europe, Africa, and the Middle East.
	MODULE 5.Financial Environment and decisions in International Marketing.		Module V: Asia Pacific Region: Developing Global Marketing Strategies, Orientation towards BRICS nations

	MODULE 6.Foreign Trade in India - Regulation Promotion and Development, Foreign Trade Control, EXIM Policy, Organizational set up. Export Promotion, Export Documents, and Procedures, Export Risk Insurance		Module VI: Global Marketing Management: Planning and Organization, Products and Services for Consumers, Products and Services for Businesses.
			Module VII: International Marketing Channels,: Integrated Marketing Communications and International Advertising, Promotion, Personal Selling and Sales Management, International Distribution Systems.
			Module VIII: Pricing for International Markets: Implementing Global Marketing Strategies.
			Module IX: Negotiating with International Customers, Partners, and Regulators: The Indian Export Scenario, the Export Import Scene in India, Import-Export Policy, Export Documentation, Export Procedure, International Technology Transfer and Counter Trade, the Trade Mark Regime.

Old Syllabus		New Syllabus	
Microfinance and Rural Enterprises/Microfinance and Financial Inclusion			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
D12	MODULE 1 Definition and meaning of Micro Finance. Is Micro Finance a real poverty alleviation programme? How it is different from other Government sponsored programmes?Micro Credit Market in India. Modalities of extending Micro Credit.	D11	Module 1: Introduction to Microfinance - Meaning and Evolution of Microfinance – Difference between Microfinance and Microcredit - Micro Finance as a poverty alleviation programme – Government sponsored programs and Microfinance
	MODULE 2 Micro Finance Institutions (MFIs); outreach and reliability. Cost to MFIs- borrowing cost, operating cost, risk cost (provision for loan losses). Interest rate.		Module 2: Government Initiatives- Major policy initiatives - Nationalisation of major commercial banks - Lead Bank Scheme (LBS) - priority sector in lending – RRBs -

	Interest rate calculation Reducing Balance v/s Flat Rate.		subsidy-linked credit programmes like PMRY, SGSY, SJSRY & SLRS, etc
	<p>MODULE 3</p> <p>Self Help Groups (SHGs) – Definition membership criteria. How SHGs are formed. Steps and initiatives taken to form SHGs. Role of facilitators like Anganwadi Workers, other voluntary organisations/members. Role of SHGs in micro finance. SHG linkages-Bank, credit and marketing. Insurance of Group members. Credit insurance. Federation of SHGs</p>		<p>Module 3: Self Help Groups (SHGs)</p> <p>- Definition membership criteria - How SHGs are formed? - Steps and initiatives taken to form SHGs - Role of facilitators like Anganwadi Workers, other voluntary organisations/members - Role of SHGs in micro finance - Federation of SHGs – Joint Liability Groups - Study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.</p>
	<p>MODULE 4</p> <p>Role and responsibilities of Banks in micro credit. Financial cost to banks and SHGs Role of NABARD. Direct and indirect support. Refinance and other Schemes. Incentives and initiatives of NABARD towards SHGs and micro credit</p>		<p>Module 4: Functioning of MFIs - Outreach and reliability - Cost to MFIs-borrowing cost, operating cost, risk cost (provision for loan losses) - Interest rate - Interest rate calculation Reducing Balance v/s Flat Rate.</p>
	<p>MODULE 5</p> <p>Government guidelines and RBI directives on Micro Credit. Legal aspects of deposits from and lending to SHGs</p>		<p>Module 5: Role and Responsibilities of Banks and Financial Institutions in micro credit - Financial cost to banks and SHGs - Role of NABARD - Direct and indirect support – Re-finance and other Schemes - Incentives and initiatives of NABARD towards SHGs and micro credit. Government guidelines and RBI directives on Micro Credit - Legal aspects of deposits from and lending to SHGs.</p>
	<p>MODULE 6</p> <p>Micro Credit – as a career and its future prospects.</p>		<p>Module 6: Financial Inclusion - Definition – Technology and financial inclusion - Business Correspondent Model – Business Facilitator Model - Jan Dhan Yojana – Financial Inclusion and Direct Benefit Transfer (DBT)</p>
			Module 7: Contemporary I issues

Old Syllabus		New Syllabus	
International Accounting			
SubCode	Unit wise Syllabus	Sub Code	Unit wise Syllabus
D13	Module I: Globalization of the concept of accounting – Factors responsible for growth of international accounting, Dimensions of International accounting	D12	Module 1: Introduction to International Accounting: Globalization of the concept of accounting - Factors responsible for growth of international accounting - Dimensions of International accounting - Major international differences in financial reporting and their classifications
	Module 2: International accounting standards and Multinational corporations, Standard setting process at international level; USA GAAP, UK Accounting standards; Canada and Australian standards; Compensation and standard setting process.		Module 2: IFRS an Overview: Structure of IFRS foundation and IASB – Standard setting process – IFR Standards issued till date differences between US GAAP and IFRS and their adoption.
	Module 3: Consolidation of Financial statements – need and techniques of consolidation; Consolidation provisions of different countries; accounting of inflationary trends – need and techniques and accounting for Foreign inflation; Financial reporting and disclosure norms.		Module 3: Financial reporting in United States, United Kingdom, Australia, and Japan. (The above module is supposed to focus on legal issues, International Accounting Standards (IAS), consolidation of accounts, tax systems etc). Practical exercises
	Module 4:  Accounting for foreign currency translation- need and techniques, rates for Translation; treatment of translation gains or loss; transfer pricing –		Module 4: Special issues in international accounting - consolidation accounting - foreign currency translation – segmental reporting - overview of foreign exchange risk management and transfer pricing.



	concepts and setting transfer prices; strategic and practical consideration in transfer pricing; motives of transfer pricing; regulations		
	<p>Module 5:</p> <p>International information systems–need and relevance; techniques; analysis of foreign financial statements concept, need and techniques of analysis; problems in analysis; construction of various ratios.</p>		<p>Module 5: International Financial Statement Analysis: Introduction – need for analysis – techniques of analysis – prospective analysis – factors affecting financial analysis – access, reliability, language and terminology barriers, timeliness of information, foreign currency issues, formats. Practical exercises.</p>

Old Syllabus		New Syllabus	
Corporate Restructuring – Human Dimentions/ Corporate Restructuring – Human Dimensions			
Sub Code	Unit wise Syllabus	Sub Code	Unit wise Syllabus
D17	<p>MODULE 1</p> <p>Organizations &amp; the need for change Why organizations; factors influencing organizations, Types of Change</p>	D15	<p>Module 1: Structural Design, The functional Structure. The Divisional Structure, The Matrix Structure, The Process Structure, The Customer – Centric Structure and The Network Structure.</p>
	<p>MODULE 2</p> <p>Preparation for Corporate Restructuring Human aspects plans, restructuring designs, implementation of designs, Re-engineering, Downsizing, optimization etc</p>		<p>Module 2: Downsizing and Restructuring.</p>
	<p>MODULE 3</p> <p>Training &amp; Development Overview, objectives, definition, system view, needs assessment, organizational analysis, employee obsolescence, multi skilling</p>		<p>Module 3: Corporate Turnarounds, Meaning, Definition, Methods of Turnaround, The Context of Turnarounds, Turnaround Creativity, Turnaround Dynamics</p>
	<p>MODULE 4.</p> <p>Job Analysis, Personal Analysis, designing a learning environment, learning patterns</p>		<p>Module 4: Mergers and Acquisitions, Seller’s Perspective, Buyers Perspective, Letter of Intent, Due Diligence, Structuring the Deal, Valuation and Pricing of</p>

			the Sellers Company, Financing the Acquisition, The Acquisition Agreement, Keeping M & A on Track, Post closing Challenge, Alternatives to M & A
	<p>MODULE 5</p> <p>Development of training materials, training transfer, training methods (benefits, limitations) evaluation, cost factor in training</p>		<p>Module 5: Organization Change, Sources of Change, Rethinking Organization Change, History of Change, Nature of Change Level of Change, Models of Change, Leading Organization Change, Integration and Future Needs.</p>
	<p>MODULE 6</p> <p>Special training programs; employee orientation programs, training for teams, creativity training, training for international assignments.</p>		