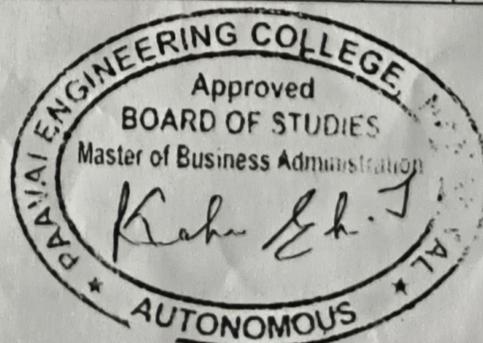


LIST OF ELECTIVES

S.No	Course Category	Course Code	Course Title	L	T	P	C
ELECTIVE I GENERAL MANAGEMENT							
1.	PE	BA23G01	Indian Ethos in Modern Management	3	0	0	3
2.	PE	BA23G02	Corporate Image Building	3	0	0	3
3.	PE	BA23G03	Analysis of Managerial Decision	3	0	0	3
4.	PE	BA23G04	Family Business Management	3	0	0	3
5.	PE	BA23G05	Technology Management	3	0	0	3
6.	PE	BA23G06	Environmental Management	3	0	0	3
ELECTIVE II MARKETING							
1.	PE	BA23M01	Integrated Marketing Communications	3	0	0	3
2.	PE	BA23M02	Services Marketing	3	0	0	3
3.	PE	BA23M03	Retail Management	3	0	0	3
4.	PE	BA23M04	Customer Relationship Management	3	0	0	3
5.	PE	BA23M05	Digital and Social Media Marketing	3	0	0	3
6.	PE	BA23M06	Marketing Research and Analytics	3	0	0	3
ELECTIVE III FINANCE							
1.	PE	BA23F01	Security Analysis and Portfolio Management	3	0	0	3
2.	PE	BA23F02	Merchant Banking and Financial Services	3	0	0	3
3.	PE	BA23F03	Corporate Finance	3	0	0	3
4.	PE	BA23F04	Insurance and Risk Management	3	0	0	3
5.	PE	BA23F05	Financial Derivatives	3	0	0	3
6.	PE	BA23F06	International Finance	3	0	0	3



ELECTIVE IV HUMAN RESOURCE

1.	PE	BA23H01	Training and Development	3	0	0	3
2.	PE	BA23H02	Industrial Relations and Labour Welfare	3	0	0	3
3.	PE	BA23H03	Cross Cultural Management	3	0	0	3
4.	PE	BA23H04	Strategic Human Resource Management and Development	3	0	0	3
5.	PE	BA23H05	Labour Legislations	3	0	0	3
6.	PE	BA23H06	HR Analytics	3	0	0	3

ELECTIVE V SYSTEMS

1.	PE	BA23S01	Enterprise Resource Planning	3	0	0	3
2.	PE	BA23S02	Software Project Management	3	0	0	3
3.	PE	BA23S03	Business Intelligence	3	0	0	3
4.	PE	BA23S04	Big Data Analytics and Data Mining	3	0	0	3
5.	PE	BA23S05	Information Security Management	3	0	0	3
6.	PE	BA23S06	Cloud Computing	3	0	0	3

ELECTIVE VI PRODUCTION

1.	PE	BA23P01	Supply Chain and Logistics Management	3	0	0	3
2.	PE	BA23P02	Materials Management	3	0	0	3
3.	PE	BA23P03	Product Design	3	0	0	3
4.	PE	BA23P04	Lean Management	3	0	0	3
5.	PE	BA23P05	Project Management	3	0	0	3
6.	PE	BA23P06	Technology, Innovation and New Product Development	3	0	0	3



BA23301	STRATEGIC MANAGEMENT	3	0	0	3
COURSE OBJECTIVES					
To enable the students to					
1	understand the basics of strategic management.				
2	understand the different ways and means to analyze the firm's internal and external environment.				
3	know the formulation of strategies for development.				
4	know how to implement the strategic management models in business units.				
5	understand the recent trends and issues in strategic management.				
UNIT I	STRATEGY AND PROCESS	9			
Conceptual framework for strategic management- the Concept of Strategy and the Strategy Formation Process -Stakeholders in business -Vision- Mission and Purpose -Business definition- Objectives and Goals -Corporate Governance and Social responsibility – Incorporating Environmental – Social and Governance (ESG) principles in strategic planning.					
UNIT II	ENVIRONMENT ANALYSIS	9			
Analysing company's Internal Environment -Evaluating company's resources- capabilities - core competencies - Distinctive competencies- Competitive advantage and its sources -Durability of Competitive advantage – Building Blocks of Competitive advantage - Porter's Five Forces Model. - Preparing and Environmental threat and opportunity profile -Strategic group analysis -Value chain. Primary and secondary activities – Portfolio analysis: Business portfolio analysis – BCG Matrix – GE9 Cell Model.					
UNIT III	STRATEGY FORMULATION	9			
Business level strategy- Strategy in the Global Environment - Corporate Strategy- Vertical Integration- Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice – Managing growth – Environmental Threat and Opportunity (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis – GAP Analysis - Mc Kinsey's 7s Framework -Mintz berg 5P's Distinctive competitiveness.					
UNIT IV	STRATEGY IMPLEMENTATION AND EVALUATION	9			
The implementation process- Resource allocation- Designing organizational structure - Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change- Resistance to change - Politics - Power and Conflict - Techniques of strategic evaluation & control - Balance Score Card.					
UNIT V	OTHER STRATEGIC ISSUES	9			
Managing Technology and Innovation - Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy. Recent Trends in Strategic Management: Introduction- Strategic Thinking- Organisational Culture and its Significance- Organisational Development and					

Change- Change Management- Strategic management in a new globalised economy -Blue and Red Ocean strategy.

	TOTAL PERIODS	45
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COURSE OUTCOMES		BT Mapped (Highest Level)
At the end of this course, students will be able to		
CO1	create strategic intent for a given business entity.	Creating (K6)
CO2	analyze the competitive situation and strategic global business environment.	Analyzing(K4)
CO3	generate strategic alternatives for stability and expansion of business.	Creating (K6)
CO4	evaluate the output performance after strategic implementation of a given business.	Evaluating (K5)
CO5	analyze the current trends and new challenges of business environment.	Analyzing(K4)

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1. Charles W. Hill, Gareth Johns, Strategic Management: An Integrated approach, Wiley, 9th edition 2012.
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2nd edition, 2013.
4. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management ,Concepts and Application, Prentice Hall of India, 2005.
5. Azar Kazmi, Adela Kazmi, Strategic Management, Mc Graw Hill, 5th edition

CO-PO MAPPING :

Mapping of Course Outcome (CO's) with Programme Outcomes (PO's) and Programme Specific Outcomes PSO's (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

CO's	Programme Outcomes(POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	3	1	1	2
CO2	-	2	2	-	2	-
CO3	2	2	3	-	-	2
CO4	-	2	3	-	-	-
CO5	2	1	1	-	2	-
AVG.	2	2	3	1	3	2



BA23302	INTERNATIONAL BUSINESS MANAGEMENT	3	0	0	3	
COURSE OBJECTIVES						
To enable the students to						
1	familiarize with the international business environment.					
2	understand different trade theories and barriers					
3	know different ways of entering global business.					
4	understand different functional areas of management					
5	understand different markets and its potential.					
UNIT I	INTRODUCTION TO INTERNATIONAL BUSINESS				9	
Definition and drivers of International Business - Changing Environment of International Business- Countryattractiveness - Trends in Globalization -EPRG framework - Effect and Benefit of Globalization- InternationalInstitution: UNCTAD Basic Principles and Major Achievements- Role of IMF – Features of IBRD – Role and Advantage of WTO.						
UNIT II	TRADE THEORIES AND BUSINESS ENVIRONMENT				9	
Theories of International Trade: Mercantilism- Absolute Advantage Theory- Comparative Cost Theory- Hecksher- Ohlin Theory - Theories of Foreign Direct Investment : Product Life Cycle- Eclectic- Market Power- Internationalization - Tariff and Non-tariff Barriers - Balance of Payment - Methods to correct the disequilibrium in Balance of Payment.						
UNIT III	GLOBAL ENTRY STRATEGIES				9	
Overview of Strategic alliances- Franchising- Licensing- Joint ventures- Collaborations- Mergers- Acquisitions and takeovers- Turnkey Projects- Management contracts. Subsidiaries. Porter's national competitive advantage theory.						
UNIT IV	BUILDING FUNCTIONAL EXCELLENCE FOR INTERNATIONAL OPERATIONS				9	
Scenario Analysis - Exporting- Importing- and Countertrade. Global Production- Outsourcing- and Logistics.Global Marketing and R & D. Global Human Resource Management Accounting Financial Management in the International Business -Corporate Governance.						
Preparing for Global Operations: Managing cost pressures -Localization Process- Selection and modification of products and services- Appraisal of Business and country risks -Cultural dimensions.						
UNIT V	GLOBAL BUSINESS OPORTUNITIES				9	
Assessing Global Business Markets and Opportunities- - identification of target countries and regions- Assessing the suitability of products and services- Estimation of business and market potential -Choosing business partners -Organizational readiness with respect to: Western Economics -USA- Latin America and Europe- Modern Middle east and Africa- Asia and Pacific Rim						
					TOTAL PERIODS	45

COURSE OUTCOMES		BT Mapped (Highest Level)
At the end of this course, students will be able to		
CO1	appraise the international business environment for competitive advantage.	Analyzing (K4)
CO2	analyze the strategies for international trade and investment.	Analyzing (K4)
CO3	evolve strategies for controlling international business.	Creating (K6)
CO4	evaluate different plans in production- marketing- finance and operations functions for global business	Evaluating (K5)
CO5	assess global business opportunities of different markets / countries	Evaluating (K5)

REFERENCES

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 12th edition, Tata McGraw Hill, New Delhi, 2017.
2. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
3. Sumathi Varma ,International Business, Pearson, 2020.
4. Deresky Helen , International Management, Managing across borders and cultures, Pearson 9th ed.
5. Czinkota,Ronkainan, International Business, John Wiley, Paperback 2018

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CO's	Programme Outcomes(Pos)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	2	1	-	-	-
CO2	-	2	2	-	-	-
CO3	2	2	3	-	-	2
CO4	-	3	3	-	-	-
CO5	2	2	3	-	-	2
AVG.	2	2	3	-	-	2



BA23M02	SERVICES MARKETING			3	0	0	3
COURSE OBJECTIVES							
To enable the students to							
1	get introduced to the concept of services marketing.						
2	analyse the opportunities in service marketing.						
3	design and develop new services.						
4	evaluate the service delivery system followed by the service organizations.						
5	gain knowledge about applying service strategies in the various sectors.						
UNIT I	INTRODUCTION						9
Definition-Service Economy- Evolution and growth of service sector-Nature and Scope of Services- Unique characteristics of services-Understanding the Macro-Environment Challenges and issues in Services Marketing							
UNIT II	SERVICE MARKETING OPPORTUNITIES						9
Assessing service market potential-Classification of services- Expanded marketing mix-Service marketing- Environment and trends-Service market segmentation-targeting and positioning.							
UNIT III	SERVICE DESIGN AND DEVELOPMENT						9
Service Life Cycle-New service development- Service Blue Printing-GAP model of service quality- Measuring service quality-SERVQUAL-Service Quality function development -Services Brand.							
UNIT IV	SERVICE DELIVERY AND PROMOTION						9
Positioning of services- Designing service delivery System- Service Channel- Pricing of services- methods- Service marketing triangle- Integrated Service marketing communication- CRM in services- Cognitive Dissonance in services.							
UNIT V	SERVICE MARKETING STRATEGIES						9
Understanding the Micro-Environment- Services Marketing Process- Services Marketing Research- Exploring Marketing Opportunities- New Service Development-Service Marketing Strategies for Health-Hospitality-Tourism-Financial-Logistics-Educational-Entertainment and Public utility- Information technique Services.							
						TOTAL PERIODS	45

COURSE OUTCOMES		BT Mapped (Highest Level)
At the end of this course, students will be able to		
CO1	analyze the growth of services sector.	Analyzing (K4)
CO2	critically analyse the 7ps of the services marketing mix and their implications on the brand	Analyzing (K4)
CO3	evaluate the service life cycle for better services.	Applying (K3)
CO4	design a service delivery system based on market communication	Creating (K6)
CO5	evaluate the influences of business ethics-and socially responsible marketing	Evaluating (K5)

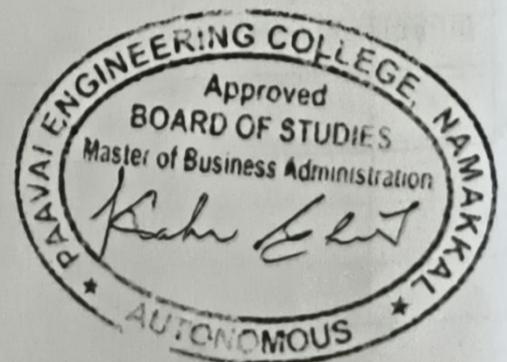
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1. Christopher Lovelock ,Jochen Wirtz ,Jayanta Chatterjee, "Services Marketing People, Technology, Strategy" ,Pearson Publications,7th Edition,2016.
2. Helen Woodruff,"Services Marketing" ,Himalayan Publishing House,2017.
3. Jeff Toister,"The Service Culture Handbook: A Step-by-Step Guide to Getting Your Employees Obsessed with Customer Service",AMACOM,2016.
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CO-PO MAPPING :

Mapping of Course Outcome (CO's) with Programme Outcomes (PO's) and Programme Specific Outcomes PSO's (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

CO's	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	3	1	-	-	-
CO2	-	3	1	-	-	-
CO3	-	3	2	-	-	-
CO4	-	1	2	-	-	-
CO5	-	-	-	-	3	-
AVG.	-	2	2	-	3	-



BA23M03		RETAIL MANAGEMENT			3	0	0	3
COURSE OBJECTIVES								
To enable the students to								
1	get introduced to the concept of effective retailing.							
2	familiarize with the various retail formats.							
3	analyze the decision alternatives in retail management.							
4	conceptualize the visual mechanism of retail shop management.							
5	gain knowledge about E-Retailing							
UNIT I	INTRODUCTION							9
An overview of Global Retailing-Challenges and opportunities- Retail trends in India- Socio economic and technological Influences on retail management-Government of India policy implications on retails.								
UNIT II	RETAIL FORMATS							9
Organized and unorganized formats- Different organized retail format- Characteristics of each format- Emerging trends in retail formats- MNC's role in organized retail formats.								
UNIT III	RETAILING DECISIONS							9
Choice of retail location-internal and external atmosphere-Positioning of retail shops- Building retail store Image-Retail service quality management- Retail Supply Chain Management- Retail Pricing Decisions- Merchandising and category management-buying.								
UNIT IV	RETAIL SHOP MANAGEMENT							9
Visual Merchandise Management- Space Management- Retail Inventory Management- Retail accounting and audits- Retail store brands-Retail advertising and promotions- Retail Management Information Systems- Emerging trends. GST in Retailing.								
UNIT V	E-RETAILING AND TECHNOLOGY							9
E-retailing and Technology in Retailing—Factors Affecting Internet Buying Decisions -Traditional Retailing Vs Cyber Retailing. In Store Technologies-Human Interface-Challenges in retailing. AI in Retailing.								
							TOTAL PERIODS	45
COURSE OUTCOMES								
At the end of this course, students will be able to							BT Mapped (Highest Level)	
CO1	demonstrate a comprehensive understanding and the changes happening retail industry.						Applying (K3)	
CO2	identify different formats of retailing.						Understanding (K2)	
CO3	evaluate different retail strategies and concepts helping in making decision.						Evaluating (K5)	
CO4	develop skills in managing different types of retailing units.						Applying (K3)	

CO5	evaluate e-retailing strategies of different companies	Evaluating (K5)
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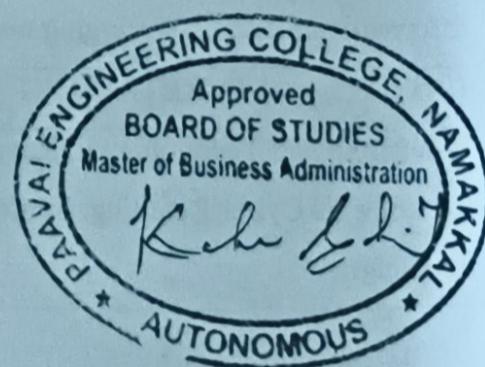
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1. Retail Management: A Global Perspective –Harjit Singh S. Chand Publishing,2009
2. Chetan Bajaj,Rajnish Tuli,Nidhi V Srivastava, 'Retail Management', Oxford University Press,2005
3. Retail Management: A Strategic Approach,9th edition, Berman,B. and Evans,J. R. (2003).
4. Arif Sheikh,Kaneez Fatima 'Retail Management',4th edition, Himalaya Publishing House
5. Barry Berman,Joel R. Evans 'Retail management,a strategic approach' 8th edition, Pearson Education Asia

CO-PO MAPPING :

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CO's	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	-	-	2	-
CO2	-	2	-	-	-	-
CO3	1	1	3	-	-	-
CO4	1	-	1	-	-	-
CO5	1	1	1	-	1	-
AVG.	2	3	1	-	2	-



BA23M05	DIGITAL AND SOCIAL MEDIA MARKETING	3	0	0	3	
COURSE OBJECTIVES						
To enable the students to						
1	acquire knowledge about digital marketing management.					
2	evaluate the emerging channels of digital marketing.					
3	conceptualize and plan websites.					
4	appraise the various search engines in digital media marketing.					
5	know about the online - marketing					
UNIT I	DIGITALIZATION OF BUSINESS	9				
The virtual world-Changing Marketing Landscape -the internet and business -online Marketing Domains -The behavioral Internet -E-Marketing and Traditional Marketing -Online advertising - sales and Trade Promotion -Generation Y -Expectations and Influence -Implications of Digital Change -Online Marketing Mix -Online consumer.						
UNIT II	EMERGING CHANNELS OF DIGITAL MARKETING	9				
Social Media-Social media model by Mc Kinsey -Marketing with Networks -Social world -Social Media Analytics -Social Media Tools- Facebook- Twitter-YouTube-Linked In- Pinterest-Instagram- Video Marketing-Email Marketing- Blog Creation Marketing-Mobile Marketing- Affiliate Marketing- Tools: Tweet Deck-Hootsuite etc.						
UNIT III	WEBSITE PLANNING AND CREATION	9				
Understand websites-domain names and extensions: web hosting and servers- Contemporary website designing- Clutter-breaking-Responsive and Compatibility User Interface (UI) and User Experience (UX)- Different types of websites-planning and conceptualizing a website.						
UNIT IV	SMART PHONE AND APPLICATION	9				
Mobile Internet in India -Emergence of Smart App phones -Need for Mobile Marketing -Form of Mobile Marketing -Mobile Marketing Strategy -Mobile Advertising -M-Commerce -Mobile Application - Mobile application Vs Mobile Site -Types of Mobile application -App stores -Mobile Application as Marketing Channel.						
UNIT V	ONLINE ADVERTISING AND GOOGLE ADWORDS	9				
Online Ads: Interactive ads-Creative ads-Display Ads-Google Ad words- Online ad methods- Types of online advertisements- Campaign set up -Understanding the ad metrics-Keyword Bidding-CPC- CPA- Tools and Reports.						
					TOTAL PERIODS	45

COURSE OUTCOMES		BT Mapped (Highest Level)
At the end of this course, students will be able to		
CO1	formulate plans and manage digital marketing.	Creating (K6)
CO2	apply affiliated tools in digital marketing.	Applying (K3)
CO3	design and create websites.	Creating (K6)
CO4	to identify the usage of smart phone in marketing.	Applying (K3)
CO5	to apply online advertising strategies	Applying (K3)

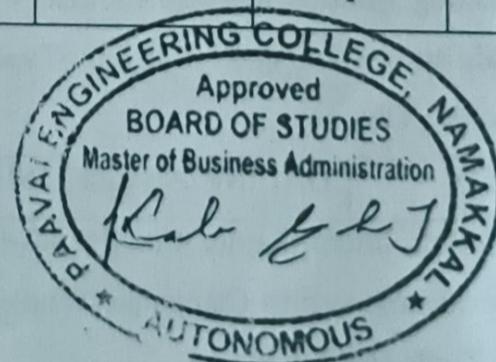
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3. Vandana Ahuja, 'Digital Marketing' Oxford University Press, First Edition,
4. Hanlon Annmarie ,Akins Joanna ,Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI

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CO's	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	2	-	1	-	-
CO2	-	-	3	-	-	-
CO3	-	-	3	-	-	-
CO4	1	2	2	-	-	-
CO5	-	-	-	-	-	-
AVG.	2	2	3	1	1	-



BA23F01	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT			3	0	0	3
COURSE OBJECTIVES							
To enable the students to							
1	understand the concepts of investment and its industry						
2	examine various factors governing fundamental analysis.						
3	understand different tools in technical analysis						
4	construct the portfolio analysis						
5	apply investment theories to construct an optimal portfolio						
UNIT I	INVESTMENT SETTING						9
Investment – Basics of Investment – Investment, Speculation and Gambling – Investment Categories – Investment avenues - Capital market – Primary market and Secondary market – process of IPO –FPO– Listing of securities – Secondary market trading and operations – Regulating bodies – SEBI – Stock exchanges .							
UNIT II	FUNDAMENTAL ANALYSIS						9
Fundamental Security Analysis – Economic Analysis – significance and Interpretation of the Economic Indicators – Industry Analysis – Industry Growth Cycle - Company analysis – Marketing – Accounting policies – Profitability – Dividend Policy – Capital Structure – Financial Analysis – Operating Efficiency – Management – Fundamental Security Analysis – Changes in the Financing Patterns of Indian Companies – Debt-Equity Ratio for India Companies.							
UNIT III	TECHNICAL ANALYSIS						9
Technical Analysis – Technical Tools - The Dow Theory – Trends– Support and Resistance Level – Indicators – Odd Lot Trading – Moving Average – Rate of Change – Charts – Technical indicators – Charting Techniques – Indicators of the Witchcraft Variety – Efficient Market Theory – Basic Concepts – Random-Walk Theory – Forms of EMH –The Essence of the Theory – Market Inefficiencies.							
UNIT IV	PORTFOLIO ANALYSIS						9
Portfolio Analysis – Steps in Portfolio Construction – Diversification – Types - Portfolio and Single asset Returns and Risk – Mean Variance Criterion – covariance – Beta (simple problems) – Portfolio Markowitz Model – Risk and Return with Different correlation – Sharpe’s Single Index model – Sharpe’s Optimal Portfolio.							
UNIT V	PORTFOLIO EVALUATION						9
Asset Pricing Model Portfolio Evaluation – Capital Asset Pricing Model (CAPM) – Security Market Line – Assumptions – Arbitrage Pricing Model (APT) – Portfolio Performance Models – Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index.							
						TOTAL PERIODS	45

COURSE OUTCOMES		BT Mapped (Highest Level)
At the end of this course, students will be able to		
CO1	analyse various investment opportunities	Analyzing (K4)
CO2	summarise the economic and industry information	Creating (K6)
CO3	interpret different theories in technical analysis	Applying (K3)
CO4	prepare different portfolios and check the returns using different models	Applying (K3)
CO5	demonstrate different portfolio evaluation techniques	Analyzing (K4)

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1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning, New Delhi edition 2022.
2. P.Pandian, Security Analysis and Portfolio Management, Vikas Publication House Pvt Limited, 2nd Edition 2020.
3. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 4th Edition 2012.
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CO's	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	2	2	-	-	-
CO2	-	3	3	-	2	-
CO3	-	2	2	-	-	2
CO4	-	2	2	-	1	2
CO5	-	2	2	-	-	-
AVG.	-	2	2	-	2	2



BA23F02	MERCHANT BANKING AND FINANCIAL SERVICES	3	0	0	3	
COURSE OBJECTIVES						
To enable the students to						
1	familiarize the concept of merchant banking.					
2	appraise the functions of issues management.					
3	understand the development in banking technology					
4	analyse various asset based services.					
5	understand the concept and application of insurances.					
UNIT I	INTRODUCTION				9	
Overview of Indian Banking system -Structure -Functions -Key Regulations in Indian Banking sector - RBI Act-1934/ 2006 -Banking Regulation Act-1949-Negotiable Instruments Act 1881/ 2002 -Provisions Relating to CRR -Provision for NPA's - Overview of Financial Statements of banks -Balance Sheet - Income Statement - CAMEL						
UNIT II	MANAGING BANK FUNDS/PRODUCTS AND RISK MANAGEMENT				9	
Capital Adequacy -Deposit and Non-deposit sources -Designing deposit schemes and pricing of deposit sources -loan management -Investment Management -Asset and Liability Management-Financial Distress -Signal to borrowers -Prediction Models -Risk Management -Interest rate -Forex -Credit market -operational and solvency risks -NPA's -Current issues on NPA's -M&A's of banks into securities market						
UNIT III	DEVELOPMENT IN BANKING TECHNOLOGY				9	
Payment system in India -paper based -e payment -electronic banking -plastic money -e-money -forecasting of cash demand at ATM's -The Information Technology Act-2000 in India -RBI's Financial Sector Technology vision document -security threats in e-banking & RBI's Initiative						
UNIT IV	ASSET BASED FINANCIAL SERVICES				9	
Introduction -Need for Financial Services -Financial Services Market in India -NBFC -RBI framework and act for NBFC -Leasing and Hire Purchase -Financial evaluation -underwriting - mutual funds						
UNIT V	INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES				9	
Insurance Act-1938 -IRDA -Regulations -Products and services -Venture Capital Financing - Bill discounting -factoring -Merchant Banking -Role of SEBI						
					TOTAL PERIODS	45
COURSE OUTCOMES						
At the end of this course, students will be able to					BT Mapped (Highest Level)	
CO1	examine the role and functions of merchant banking.				Analyzing (K4)	
CO2	gain knowledge about regulations governing the Indian Banking system				Applying (K3)	
CO3	understand the operationalization of Banking using latest technologies				Understanding (K2)	

CO4	assess various asset based financial services.	Evaluating (K5)
CO5	infer the need for various insurance products	Understanding (K2)

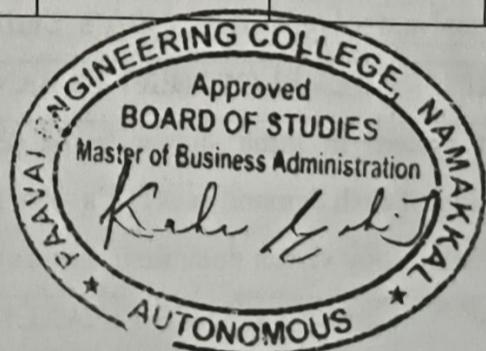
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4. 4. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi, 5st

CO-PO MAPPING:

Mapping of Course Outcome (CO's) with Programme Outcomes (PO's) and Programme Specific Outcomes PSO's (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

CO's	Programme Outcomes PO's					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	2	2	-	-	-
CO2	-	2	2	-	-	-
CO3	-	2	-	-	-	-
CO4	-	3	3	-	-	-
CO5	-	-	-	-	-	-



BA23H02	INDUSTRIAL RELATIONS AND LABOUR WELFARE			3	0	0	3
COURSE OBJECTIVES							
To enable the students to							
1	explore the basic concepts and issues related to industrial relations.						
2	gain conceptual understanding of industrial disputes and collective bargaining.						
3	familiarize with the welfare of special categories of labour.						
4	develop awareness on the industrial safety.						
5	understand the need for worker's participation in management.						
UNIT I	INDUSTRIAL RELATIONS AND TRADE UNION						9
Overview and Concept of Industrial Relations-Objectives-Importance-Scope and Evolution of IR in India-Factors affecting IR -Approaches to IR -Pre-requisites for successful IR-National Commission on Labour and IR Policy -ILO: Structure and functions. Trade Union -Concept-Functions-Trade Union Act, 1926-Essentials for success of a Trade Union.							
UNIT II	INDUSTRIAL CONFLICTS AND COLLECTIVE BARGAINING						9
Industrial Disputes: Impact-Causes- Strikes: Types-Prevention of Strikes-Dispute Settlement Machinery: Conciliation-Conciliation Officer and Conciliation Board-Conciliation Procedure -Arbitration: Concept-Types- Qualification of Arbitrator and Procedure - Adjudication: Three tier system-Procedure for settlement of disputes-Collective Bargaining: Concept-Features-Importance-Principles of Collective Bargaining-Forms of Collective Bargaining- Process of Negotiation during Bargaining.							
UNIT III	WELFARE OF SPECIAL CATEGORIES OF LABOUR						9
Child Labour -Female Labour -Contract Labour -Construction Labour -Agricultural Labour -Differently abled Labour -BPO & KPO Labour -Social Assistance -Social Security -Implications.							
UNIT IV	INDUSTRIAL SAFETY						9
Causes of Accidents- Prevention- Safety Provisions- Industrial Hazards and Hygiene- Importance-Problems- Occupational hazards- Disease- Psychological problems- Counseling- Statutory provisions.							
UNIT V	WORKER'S PARTICIPATION IN MANAGEMENT						9
Worker's Participation in Management -Concept, Objective -Forms of participation -Levels of participation -Evaluation of Worker's Participation in Management Scheme -Conditions necessary for effective working of the scheme.							
						TOTAL PERIODS	45
COURSE OUTCOMES							
At the end of this course, students will be able to						BT Mapped (Highest Level)	
CO1	acquire knowledge on various aspects of industrial relations and trade union.					Applying (K3)	

CO2	analyse the causes for industrial conflicts and the need for collective bargaining.	Analyzing (K4)
CO3	evaluate the impact of welfare of special category of labour on employee productivity.	Evaluating (K5)
CO4	implement industrial safety measures in the industrial setup.	Applying (K3)
CO5	demonstrate the practice of worker's participation in management	Applying (K3)

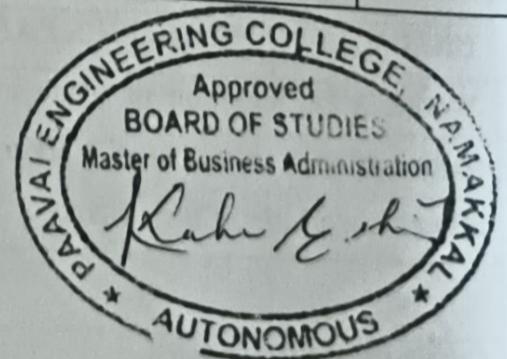
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4. Arun Monappa, Ranjeet Nambudiri, and Patturaja Selvaraj, Industrial Relations and Labour Laws, 2nd Edition, Tata McGraw Hill, New Delhi, 2015

CO-PO MAPPING :

Mapping of Course Outcome (CO's) with Programme Outcomes (PO's) and Programme Specific Outcomes PSO's (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

CO's	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	3	1	-	1	-
CO2	-	2	-	-	1	-
CO3	-	2	1	-	2	-
CO4	1	3	-	-	2	-
CO5	1	3	1	-	1	-
AVG.	2	3	1	-	1	-



BA23H04	STRATEGIC HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT			3	0	0	3
COURSE OBJECTIVES							
To enable the students to							
1	develop the perspective of strategic human resource management.						
2	develop knowledge about planning and acquiring human resource.						
3	determine the need for training and development and performance management.						
4	gain an understanding of E - HRM						
5	determine the need for work-life integration and strategies for international hrm.						
UNIT I	INTRODUCTION TO SHRM AND HRD						9
SHRM - SHRM models -Strategic HRM vs Traditional HRM -Barriers to Strategic HR, HRD- Introduction to business and corporate strategies-Integrating HR strategies with business strategies.							
UNIT II	HUMAN RESOUCCE -PLANNING AND ACQUISITION						9
HRP: An Overview-Business Strategy -HRP Objectives- Significance of HRP, Job analysis and SHRM- Acquisition-An Overview- External and Internal influences on Staffing- Recruitment- Methods-New Approaches- Methods of Employee Selection- Evaluation of Staffing Process- Selection Outcomes- Strategic recruitment and selection.							
UNIT III	TRAINING AND DEVELOPMENT AND PERFORMACE MANAGEMENT						9
The Training and Development-Need and Basic Concepts -Purpose -Significance- HRM Approaches to Training and Development-Linkage between Business strategy and Training- Performance Management -Objectives- Developing Performance Management Systems-Problems- Strategic linkage of Performance Management.							
UNIT IV	E-HRM						9
E- Employee profile- E-selection and recruitment- Virtual learning and orientation-E-Training and development -E-Performance management and compensation design development and Implementation of HRIS- Designing HR portals-Issue in employee privacy- Employee surveys online.							
UNIT V	WORK-LIFE INTEGRATION AND IHRM						9
Work life issues-Work Life Balance-Work-Life Integration-HRD Perspectives on Work- Life Development of Work-Life Initiatives Towards a Strategic Approaches to Work-Life Integration- Types of International organizations - IHRM Practices.							
						TOTAL PERIODS	45
COURSE OUTCOMES							
At the end of this course, students will be able to						BT Mapped	

		(Highest Level)
CO1	understand perspective of strategic human resource management.	Understanding (K2)
CO2	demonstrate the skills in framing the corporate strategies in HR planning	Applying (K3)
CO3	exhibit their ability in developing performance management systems.	Applying (K3)
CO4	create an employee online survey.	Creating (K6)
CO5	formulate and implement plans for work-life integration, for better productivity.	Creating (K6)

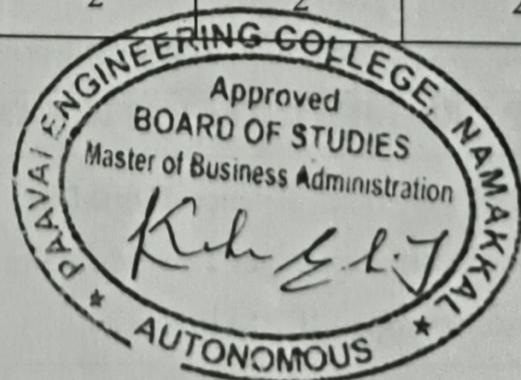
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2. Jeffrey A. Mello, Strategic Human Resource Management, 4th Edition, South-Western College Publishing, 2014.
3. Michael Armstrong, Armstrong's Handbook of Strategic HRM, 5th Edition, Kogan Page Publishers, New Delhi, 2011.
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5. Randall S. Schuler and Susan E. Jackson, Strategic Human Resource Management, Wiley Blackwell Publishing, 2008.

CO-PO MAPPING :

Mapping of Course Outcome (CO's) with Programme Outcomes (PO's) and Programme Specific Outcomes PSO's (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

CO's	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	2	-	2	-	-
CO2	-	2	-	2	-	-
CO3	-	2	-	2	-	-
CO4	1	3	2	-	2	-
CO5	1	1	-	3	2	-
AVG.	1	2	2	2	2	-



BA23H05	LABOUR LEGISLATIONS			3	0	0	3
COURSE OBJECTIVES							
To enable the students to							
1	get introduced to the provisions of factories act and industrial employment act						
2	assess the provisions under laws on social security.						
3	interpret the regulations of industrial dispute act.						
4	appraise the laws pertaining to labour.						
5	familiarize with the salient features of contract labour and child labour acts.						
UNIT I	LAWS ON WORKING CONDITIONS AND WAGES						9
Factories Act, 1948: Object – Scope - Approval-Licensing and Registration of Factories - Inspectors, Provisions - regarding Health, Safety and Welfare-Penalties and Procedures - Obligations of the Employers and Employees Laws on Wages: Minimum Wages Act, 1948 - Payment of Wages Act,							
UNIT II	LAWS ON SOCIAL SECURITY						9
The Employees State Insurance Act, 1948, Workmen's Compensation Act, 1923, The Employee's Provident Fund Act, 1952, Payment Gratuity Act, 1972.							
UNIT III	LAW ON INDUSTRIAL RELATIONS						9
Industrial Dispute Act, 1947: Object-Authorities -Conciliation-Arbitration and Adjudication - Regulation of Strikes and Lockouts-Law relating to Layoff-Retrenchment and Closure.							
UNIT IV	LAWS ON WELFARE						9
Payment of Bonus Act, 1965: Meaning of Bonus, Scope and Application- Eligibility for Bonus, Payment of Minimum and Maximum Bonus- Time limit for Payment of Bonus-Deductions- Penalty for Offences -Laws on Labour Welfare: The Maternity Benefit Act, 1961-The Equal Remuneration Act, 1976.							
UNIT V	LAWS ON CHILD LABOUR, CONTRACT LABOUR AND APPRENTICES						9
Child Labour (Prohibition and Regulation) Act, 1986: Objective-Coverage-Benefits-Contract Labour (regulation and Abolition) Act, 1986: Definitions-The Advisory Boards-Welfare and Health of Contract Labour-Penalties and Procedure-The Apprentice Act,1961.							
						TOTAL PERIODS	45
COURSE OUTCOMES							
At the end of this course, students will be able to						BT Mapped (Highest Level)	
CO1	illustrate the need for factories act and industrial employment(standing order) act.					Applying (K3)	

CO2	recognize and apply the features of social security laws.	Applying (K3)
CO3	put into practice the regulations of industrial dispute act.	Applying (K3)
CO4	identify the need for statutory and non-statutory welfare measures to be implemented in the organization.	Understanding (K2)
CO5	justify the need for the regulations in child labour act and contract labour act.	Evaluating (K5)

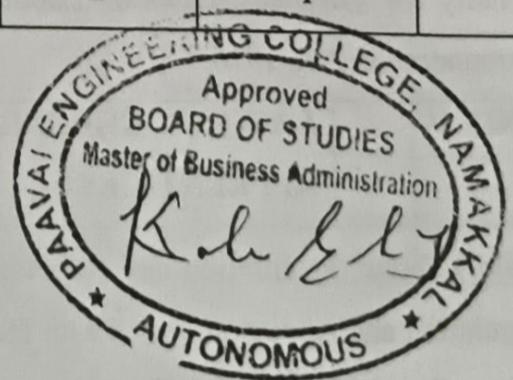
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3. Kapoor. N.D, Handbook of Industrial Law, Sultan Chand and Sons, 2011.
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5. Arun Monappa, Ranjeet Nambudiri, and Patturaja Selvaraj, Industrial Relations and Labour Laws, Tata McGraw Hill, 2nd Edition, New Delhi, 2015.

CO-PO MAPPING :

Mapping of Course Outcome (CO's) with Programme Outcomes (PO's) and Programme Specific Outcomes PSO's (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

CO's	Programme Outcomes (POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	3	1	-	1	-
CO2	1	3	1	-	1	-
CO3	-	2	-	-	1	-
CO4	-	2	-	-	1	-
CO5	1	2	-	2	2	-
AVG.	1	2	1	2	1	-



BA23303		BUSINESS PLAN PREPARATION				
COURSE OBJECTIVES		0	0	4	2	
To enable the students to						
1.	ideate on a product or services					
2.	familiarize with the key elements required to write a successful business plan and the interlink between its components					
3.	understand the criteria used by venture capitalists and other investors in evaluating business plans					
4.	plan for a business with the data from primary and secondary input and develop a proposal to be submitted for funding					
1.	BUSINESS IDEATION – DEVELOPMENT OF A BUSINESS					
Innovation approaches: Intrapreneurship vs Entrepreneurship – Problem and need – Brainstorm – creation of products / services – Business model – 9 building blocks (business model canvas) – social entrepreneurship - Validate the idea with a survey / interviews - Business plan – introduction - Business description – Company overview - The Profile of the proposed management team and key employees – Your business vision and mission statement						
2.	PREPARATION OF COMPANY DESCRIPTION, MARKETING / SALES PLAN					
Details about the Product \ Services - Industry background – Competitive analysis - Growth Strategy - A Summarized sales and marketing strategy –. Market Research and Analysis – Industry Research – Customer Research – Competitor Research – Target Market – Marketing Plan – Promotional Plan – Marketing Budget – Pricing – ethical marketing						
3.	PREPARATION OF BUSINESS OPERATIONS PLAN, MANAGEMENT AND TEAM					
Proposed Location – Distribution Methods – Operational – Production plan – Processes – Suppliers – Logistics - Technology and tools - The projected sales, gross margin and net profit - Leadership – team structure and management strategies – Hiring plan – recruitment – roles and responsibilities – advisory board						
4.	MANAGEMENT AND TEAM, FINANCIAL PLANS, STATEMENTS AND EXECUTIVE SUMMARY					
Assumptions for developing the financial projections – Projected Profit and Loss statement for 3 years – Projected Cash Flow Statement for 3 years – Projected Balance Sheet for 3 years – Include a statement with the businesses start-up costs – List of personal assets and liabilities – Projected Monthly Break-even sales.						
5.	FUNDING, FINANCIAL STRATEGY, RISK MANAGEMENT					
Funding options – Equity, debt and grants – venture capitalist – investor pitching – financial forecasting – revenue, expenses and profit – identifying risk – operational, financial and market risk mitigation – contingency planning – reviewing and refining business plan – Executive summary preparation of appendices.						
					TOTAL PERIODS	60

- N.B. This course should be approached in a project-based manner

COURSE OUTCOMES

At the end of the course, the students will be able to		BT MAPPED (Highest Level)
1.	assess the need of consumer, analyzing the gap and innovate products or services.	Evaluating (K5)
2.	develop a detailed competitive analysis based on the primary research and display a competitive matrix.	Creating (K6)
3.	prepare an operational plan with manpower planning	Applying (K3)
4.	evaluate the financing requirements and prepare a detailed financial forecast, for the launch of business meant for presentation bankers and investors.	Evaluating (K5)

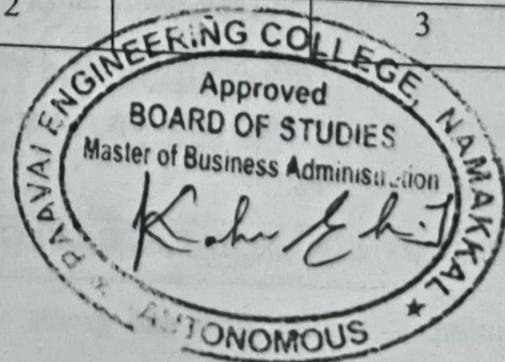
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CO-PO MAPPING :

Mapping of Course Outcome (CO’s) with Programme Outcomes (PO’s) and Programme Specific Outcomes PSO’s (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

CO’s	Programme Outcomes(POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	1	3	-	3	-
CO2	-	3	2	-	3	-
CO3	-	1	2	-	-	-
CO4	-	3	3	-	-	-
AVG.	3	2	2	-	3	-



BA23304		SUMMER INTERNSHIP			0	0	4	2	
COURSE OBJECTIVES									
To enable the students to									
1.	familiarize with the functional areas within an organization.								
2.	analyse the processes within and across all the functional areas.								
3.	hands-on experience in a real business environment allowing them to apply classroom theories and concepts.								
4.	integrate and apply the learning from the courses learnt during the MBA programme								
GUIDELINES									
<ul style="list-style-type: none"> As part of this course, students are required to engage in a real-time process analysis project within an organization, guided by an industry mentor. The project must involve a clearly defined task focused on analysing and improving a specific process. Students should follow a structured methodology for conducting the analysis and aim to achieve measurable outcomes. Upon completion of the project, students are expected to document the details of the organization and its functioning, describe the process analysed, and outline any recommendations for process improvements. Additionally, they should reflect on their learning experience and insights gained. A member of the academic staff may collaborate with the organizational supervisor to evaluate the student's performance during the project. Students are also expected to comply with the organization's rules, regulations, and code of conduct throughout the duration of the process analysis project. Organizational study report needs to be prepared and submitted by each individual student. The period for summer internship shall be 4 weeks after the completion of the second semester examination. The report for the same shall be prepared during the third semester and be subject to evaluation along with a viva voce exam during the third semester examination. 									
						TOTAL PERIODS	60		
COURSE OUTCOMES									
At the end of the course the students will be able to						BT MAPPED (Highest Level)			
1.	analyze various processes involved in running the organization					Evaluating (K5)			
2.	explore career paths, industries of interest and make informed decisions about their future career goals					Creating (K6)			
3.	develop practical skills such as problem-solving, analytical and critical thinking skills, project management, teamwork, and leadership					Applying (K3)			
4.	build professional relationships with industry professionals, mentors, and peers					Evaluating (K5)			
REFERENCES									
1.	Anil Mishra, Summer Internship Simplified, Biztantra, 2008								
2.	Gerardus Blokdyk, Business Process Analysis – A complete guide, 5 star cooks, 2020								
3.	The Process Improvement Handbook: A blueprint for Managing Change And Increasing Organizational Performance, Mc Graw-Hill professional, 1 st edition, 2013								
4.	Manual cum Guidelines, Department of Management Studies, Paavai Engineering College								

CO-PO MAPPING :**Mapping of Course Outcome (CO's) with Programme Outcomes (PO's) and Programme Specific Outcomes PSO's (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak**

CO's	Programme Outcomes(POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	2	-	-	-	-
CO2	-	3	3	-	1	-
CO3	-	2	-	-	1	-
CO4	1	3	3	-	1	-
AVG.	1	2	3		1	-



BA23401	PROJECT WORK	0	0	24	12
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COURSE OBJECTIVES

- To enable the students to
1. generate actionable insights by applying MBA concepts to real-world business problems.
 2. enhance skills in research, analysis, and decision-making.
 3. enhance written and oral communication skills
 4. foster innovation and contribute to business knowledge while preparing for leadership roles.

GUIDELINES

- The Main project which comes as fourth semester is a comprehensive, culminating experience designed to integrate and apply the knowledge and skills gained throughout the course of study. Typically, this project involves addressing a real-world business problem or opportunity, in collaboration with a company or organization.
- Students are tasked with conducting thorough research, analyzing data, and developing strategic recommendations or solutions. This project aims to demonstrate the student's ability to apply theoretical concepts to practical situations, enhance problem-solving and critical thinking skills, and produce actionable insights that can impact business performance.
- The students are guided by the faculty mentor, industry –guide and two interim assessment is done through a power point presentation. The project culminates in a detailed report and a presentation to faculty and peers. It serves as a key opportunity for students to showcase their expertise, prepare for leadership roles, and make a tangible contribution to the business world. The assessment is made through a report, a power point presentation and viva-voce.

TOTAL PERIODS 360

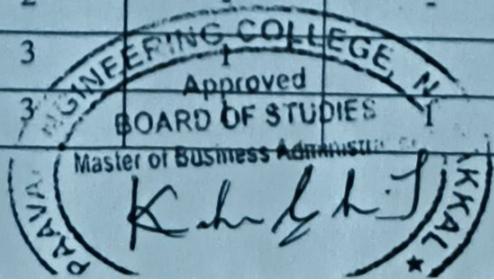
COURSE OUTCOMES

At the end of the course the students will be able to		BT MAPPED (Highest Level)
1.	apply theoretical knowledge to real-world business scenarios	Applying (K3)
2.	develop ability to formulate questions, conduct literature reviews, evaluate information, identify gaps, analyze data and propose solutions	Creating (K6)
3.	plan, organize resources, adapt strategies and meet deadlines effectively	Applying (K3)
4.	understand and apply ethical principles in research	Understanding (K2)

CO-PO MAPPING :

Mapping of Course Outcome (CO's) with Programme Outcomes (PO's) and Programme Specific Outcomes PSO's (1/2/3 indicates strength of correlation) 3-Strong, 2-Medium, 1-Weak

CO's	Programme Outcomes(POs)					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	2	-	-	2
CO2	2	-	3	-	-	2
CO3	2	-	2	-	-	3
CO4	-	-	3	-	-	-
AVG.	2	-	3	-	-	2



BA23F06	INTERNATIONAL FINANCE	3	0	0	3
COURSE OBJECTIVES					
To enable the students to					
1	familiarize the student with various international funding agencies.				
2	gain knowledge on NBFC in foreign exchange market and operations				
3	understand the factors influencing the exchange rate and its impact on MNC.				
4	know various analytical techniques used in managing foreign exchange exposure.				
5	develop knowledge in euro currency market-instruments and market operations				
UNIT I	INTRODUCTION				9
Overview and Evolution of International Finance -Institutions for International Finance - Internationalization process -International Monetary and Financial System -Balance of Payments - Exchange rate and money supply -International parity relations -Purchasing power parity -interest rate parity -Forward rate parity.					
UNIT II	THE FOREIGN EXCHANGE MARKET				9
International Financial Markets- Sources of International Funds-Multilateral Development Banks- Governments/ Governmental Agencies-International Banks-Security Markets Instruments of International Financial Markets- International Equities-GDRs-ADRs - Swift -Arbitrage -Spot Market - Forward market - Cross rates of exchange-Bid-Ask spreads -Balance of payments -Foreign exchange rates -Theories of Foreign Exchange Rate.					
UNIT III	FOREIGN EXCHANGE EXPOSURE AND MANAGEMENT				9
Management of translation exposure -Methods -Management of transaction exposure -Management of economic exposure - Methods-strategies. Currency Risk and Exposure- Types of Currency Risk- Management of Currency Risk					
UNIT IV	BORROWING AND LENDING : INTERNATIONAL SOURCES OF FINANCE				9
Bond Markets of various countries -Fixed and floating rate notes - Syndicate loans -Syndicated Euro credits - ADR -GDR -Managing interest rate risk -Bond prices and yields -Bond Management -tools and techniques					
UNIT V	INTERNATIONAL RISK ASSESSMENT AND OTHER INTERNATIONAL MARKETS				9
Country and political risk analysis -benefits and risks of international portfolio investment -assessing country creditworthiness -futures markets and instruments -option markets and instruments -option pricing -option pricing theory in financial risk assessment					
				TOTAL PERIODS	45

COURSE OUTCOMES		BT Mapped (Highest Level)
At the end of this course, students will be able to		
CO1	gain understanding on various international funding agencies.	Understanding (K2)
CO2	evaluate the foreign exchange market.	Analyzing (K4)
CO3	formulate the strategies for managing foreign exchange exposure.	Creating (K5)
CO4	identify different types of sources of international lending.	Understanding (K2)
CO5	demonstrate the operation of euro currency market	Applying (K4)

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CO-PO MAPPING :

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Programme Outcomes (POs)

CO's	PO's					
	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	1	-	-	-	-
CO2	-	2	2	-	-	-
CO3	-	2	3	-	-	-
CO4	-	1	1	-	-	-
CO5	-	2	1	-	-	-
AVG.	-	2	-	-	-	-