

## SEMESTER V

## BANKING AND INSURANCE

## 1. Course Description

Programme: BMS  
 Course Code: U24/ BMS/DSE/502  
 Course Type: DSE  
 No. of credits: 5

Max. Hours: 75  
 Hours per week: 5  
 Max. Marks: 100

## 2. Course Objectives

- To familiarise the student with banking operations and practices
- To enable students to understand the insurance sector.

## 3. Course Outcomes

On completion of the course, the student will be able to:

**CO 1:** Identify and explain the various functions of banks and the nature of relationship between banks and customers (UNDERSTAND)

**CO 2:** Compare and contrast the various loans and advances as well as types of securities. (ANALYZE)

**CO 3:** Explain and analyse the practice and methods of insurance. (UNDERSTAND)

**CO 4:** Describe and compare and contrast the various types of Insurance Contracts. (UNDERSTAND)

**CO 5:** Explain, compare and contrast the contemporary insurance contracts. (UNDERSTAND)

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**4. Course Content****MODULE I : BANKER-CUSTOMER RELATIONSHIP**

(15 Hrs)

Relationship between banker and Customer: Definition of Banking, definition of customer, general relationship between banker and customer, obligations and rights of a banker.

Types of deposit accounts: Opening and closing of accounts

Banking Regulations Act, Reserve Bank of India- functions of RBI- Central Banking functions, Regulatory and Supervisory functions, and Promotional and Development functions.

**MODULE II: LOANS AND ADVANCES**

(15 Hrs)

Loans and Advances: Principles of sound lending. Cash credit system, Overdrafts, loan system. Secured Advances: Modes of creating charge- lien, pledge, hypothecation, mortgage, assignment

Secured Advance: Types of securities- General principles of secured advances, advances against goods, advances against documents of title to goods advances against stock exchange securities, advances against Life Insurance Policies, Real estate, Fixed deposit receipts, Book Debts, Supply Bills, Gold ornaments and Jewellery.

**MODULE III: INTRODUCTION TO INSURANCE**

(15 Hrs)

Introduction to Insurance: Definition and nature. Evolution of Insurance. Functions of Insurance. Principles of Insurance, Role and Importance of Insurance. Insurance Contract- General Contract, Insurable Interest, Utmost Good Faith, Principles of Indemnity, Doctrine of Subrogation, Warranties, Proximate cause, Assignment or Transfer of Interest, Return of Premium. Legislation- Insurance Act 1938, Life Insurance Act 1956, Insurance Regulatory and Development Authority Act 1999

**MODULE IV: LIFE INSURANCE POLICIES- I**

(15 Hrs)

Life Insurance: Nature of Life Insurance contract – features of life insurance contract.

Classification of policies- according to duration, Term Insurance Policies, Endowment Policies. Policies according to Premium payment, Policies according to participation in profits, according to number of persons insured, according to method of payment of policy amount, policies under Mutual Fund.

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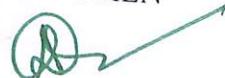
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**MODULE V: LIFE INSURANCE POLICIES - II****(15 Hrs)**

Annuities – Classification of annuities according to number of lives, according to disposition of proceeds. Risk selection - Factors affecting risk sources of risk information, Classes of risk- uninsurable and insurable. Methods of Risk Classification. Surrender Value- Basis of calculating surrender values. Forms of payment of Surrender Values.

**5. References**

1. P N Varshney, Banking Law and Practice, Sultan Chand & Sons.
2. M N Mishra and S B Mishra, Insurance – Principles and Practice. S Chand.
3. Dr P K Srivastava, Banking Theory & Practice. Himalaya Publishing House.
4. Gordan and Natarjan, Banking Theory Law and Practice. Himalaya Publishers.
5. Narayan H., Indian Insurance – A Profile. Mumbai Jaico Publishing House.
6. Kumar G., Handbook of Insurance Laws. Allahabad Law Publishers

**6. Syllabus Focus****a) Relevance to Local , Regional , National and Global Development Needs**

Local /Regional/National /Global Development Needs	Relevance
Local Development Need	This course will enable the student to understand the relevance of banking services to local communities.
National Development Need	This course will help students develop a better understanding of the banking system prevalent in the country.

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**b) Components on Skill Development/Entrepreneurship Development/Employability**

SD/ED/EMP	Syllabus Content	Description of Activity
SD	All Modules	Case studies and article reviews on banking practices

**7. Pedagogy**

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Presentation	Participative Learning
2.	Workshops /Guest Lectures	Participative Learning
3.	Group Projects	Participative Learning
4	Case Studies	Problem Solving

**8. Course Assessment Plan**

**a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination**

CO	Continuous Internal Assessments CIA -60%	End Semester Examination-40%
CO1, CO2	CIA-1-Written test	Written Exam
CO3, CO4	CIA-1 - Written Test	
CO3 CO4 CO5	CIA-2 –Group presentations, projects and case studies	

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## BANKING AND INSURANCE

Max. Marks: 60

Time: 2Hrs

## SECTION A

## I. Answer the following

 $5 \times 10 = 50$  M

1. Explain the relationship between banker and customer.

OR

2. Briefly explain the functions of RBI.

3. Briefly explain the various types of Secured Loans.

OR

4. What are the various modes of creating charge?

5. List out the principles of Insurance.

OR

6. Explain the functions of IRDA.

7. Explain the features of a Life Insurance Contract.

OR

8. Explain the various types of Life Insurance Policies.

9. What is an Annuity? Explain the classification of annuities.

OR

10. How is risk defined for the purpose of insurance? Explain the methods of risk classification

## SECTION B

## II. Answer any 5

 $2 \times 5 = 10$  marks

11. CRR

12. LIBOR

13. Principle of Utmost Good Faith

14. Annuity

15. Doctrine of Subrogation

16. Warranties

17. Surrender Value

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## SEMESTER V

## BUSINESS ETHICS

## 1. Course Description

Programme: BMS  
Course Code: U24/BMS/GE/501  
Course Type: GE  
No. of credits: 4

Max. Hours: 75  
Hours per week: 4  
Max. Marks: 100

## 2. Course Objectives

- To familiarize the students of ethics in business and the importance of social responsibility of corporates.
- To orient the students on the various Corporate Governance policies incorporated by companies.

### 3. Course Outcomes

On completion of the course, the student will be able to:

**CO 1:** Describe and explain the basic concepts and theories of business ethics. (UNDERSTAND)

**CO 2: Describe and assess the concept of CSR and Corporate Governance in the business environment. (ANALYZE)**

**CO 3:** Describe, compare and identify the various ways in which organisations can manage ethical issues. (ANALYZE)

**CO 4: Describe the role of agencies and third parties in regulating ethical practices of organisations. (UNDERSTAND)**

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**4. Course Content****MODULE I: INTRODUCTION**

(15 Hrs)

Concept of Business Ethics – Evolution – Need for Business Ethics – Significance – Values and Ethics in Business, Relevance of Globalization and Sustainability to Business Ethics.

Theories of Business Ethics: Ethical Theories - Egoism, Psychological, Utilitarianism and Kantianism - Stakeholder, Stockholder and Social Contract theory.

**MODULE II : CORPORATE RESPONSIBILITY AND CITIZENSHIP**

(15 Hrs)

Meaning of a Corporation – Corporate Social Responsibility – Need, Nature, CSR and Strategy Corporate Accountability – Corporate Citizenship – Corporate Governance – Definitions, Requirements, Issues in corporate Governance.

**MODULE III: BUSINESS ETHICS MANAGEMENT**

(15 Hrs)

Meaning of an Ethical decision – Stages in ethical decision making – Influences, Individual and Situational influences – Ethical decision making models and its limitations .

Business Ethics Management – Components – Setting standards of ethical behaviour – Assessing ethical performance – Organizing for Business ethics management.

**MODULE IV : ROLE OF VARIOUS AGENCIES IN ENSURING ETHICS IN CORPORATIONS**

(15 Hrs)

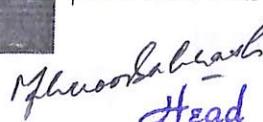
Role of Auditors – Role of Board of Directors – Media and Business Ethics – Role of Government Agencies in Ensuring ethical practices – Role of Whistle Blowing – Protection to Whistle Blowers.

**5. References**

1. Andrew Crane, Dirk Matten - Business Ethics ,Oxford University Press.
2. A.C. Fernando, Business Ethics-An Indian Perspective. Prentice Hall.
3. Laura Hartman, Abha Chatterjee. Perspectives in Business Ethics, McGrawHill.
4. Joseph DesJardins. An Introduction to Business Ethics. TataMcGrawHill.
5. Ronald D Francis & Mukti Misra, Business Ethics- An Indian Perspective. McGraw Hill Education.
6. Rituparna Raj ,A Study in Business Ethics. Himalaya Publishers.

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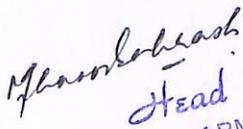
## 6. Syllabus Focus

### a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
Local Development Need	This course is designed to understand the long-term implications of ethically driven decisions taken by businesses on local communities and eco-systems.
National Development Need	This course enables the student to develop a keen sense of understanding of moral codes of conduct, while being sensitive to national norms and culture.
Global Development Need	This course will enable the student to develop universally applicable value systems that help drive decision-making that helps in solving global issues of humanity.

### b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
SD	Module II- CSR and Corporate Governance	Assignments on understanding and presenting a critique of various CSR practices of corporates. Case Studies and article reviews on Corporate Governance policies across the globe.

  
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## 7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Presentation	Participative Learning
2.	Workshops /Guest Lectures	Participative Learning
3.	Group Discussion	Participative Learning
4	Case Studies	Problem Solving

**b) Model Question Paper - End Semester Exam**  
**BUSINESS ETHICS**

Max. Marks: 60

Time: 2Hrs

**SECTION – A****I. Answer the following** **$4 \times 10 = 40 M$** 

1. Bring out the differences between values and ethics in the context of business ethics.

OR

2. Bring out the contribution of Kantianism to the theory of business ethics.

3. Explain the Triple Bottom Line in the context of the Tech Industry.

OR

4. What is Corporate Governance? What are the major issues within the scope of Corporate Governance.

5. What are the individual influences that act on ethical business decision making. Support your answer with examples.

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OR

6.What are the steps in the Ethical Decision-Making process?

7.Explain the role of governmental agencies in ensuring ethical practices.

OR

8.What is the role of Whistle Blowing in the context of ethical business practices.

**SECTION B****II. Answer any FOUR** **$4 \times 5 = 20 \text{ M}$** 

11.Utilitarian Theory

12.Moral Imperative

13.Stakeholder Activism

14.Corporate Citizenship

15.Conscious Capitalism

16. Circular Economy

**c. Question Paper Blueprint**

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Questions)	Total Marks	Section B (No. of Questions)	Total Marks
1	10	CO-1	2	10	2	2
2	10	CO-2	2	10	2	2
3	10	CO-3	2	10	2	2
4	10	CO-4	2	10	2	2

## SEMESTER V

## CONSUMER BEHAVIOUR

## 1. Course Description

Programme: BMS  
 Course Code: U24/BMS/DSE/503  
 Course Type: DSE  
 No. of credits: 5

Max. Hours: 75  
 Hours per week: 5  
 Max. Marks: 100

## 2. Course Objectives

- To provide students a comprehensive understanding of the key principles and concepts in consumer behaviour
- To enable students to assess and evaluate the influence of individual behaviour elements, social and cultural factors on consumer behaviour
- To equip students with the skills and knowledge to design appropriate research methods to gather consumer insights.

## 3. Course Outcomes

On completion of the course, the student will be able to:

**CO1:** Illustrate the evolution of the marketing concept and its relevance in contemporary business practices (APPLY)

**CO 2:** Analyse the role of consumer motivation, personality and perception in influencing consumer behaviour (ANALYZE)

**CO 3:** Examine the role of consumer learning and attitude in determining consumer behaviour (ANALYZE)

**CO 4:** Identify the influence of reference group influences on consumer behaviour (ANALYZE)

**CO 5:** Evaluate the consumer decision making process and consumer research methodologies (EVALUATE)

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**4. Course Content****MODULE I: INTRODUCTION TO CONSUMER BEHAVIOUR**

(10 Hrs)

Evolution of the Marketing concept - Concepts of Customer Value, Satisfaction, Retention, Satisfaction ,Customer loyalty and Retention - Understanding the model of consumer decision making

**MODULE II: CONSUMER MOTIVATION, PERSONALITY AND PERCEPTION**

(20 Hrs)

Dynamics of Motivation: System of needs and motives, Personality: Theories and traits, Perception: Sensory inputs, absolute and differential threshold, Perceptual selection and organization, Concepts of perceived value, risk and quality

**MODULE III: CONSUMER LEARNING AND ATTITUDE**

(15 Hrs)

Learning: Elements of learning - Forms of learning - Classical and Instrumental conditioning - Observational and cognitive learning - Measures of consumer learning, Attitude: Attitude formation - Tri-component attitude model

**MODULE IV: REFERENCE GROUP INFLUENCE**

(15 Hrs)

Factors affecting reference group influence - Opinion leaders and word-of-mouth - Strategic applications, Family - Consumer socialization - Family purchase decision making, Culture - Impact of culture on consumer behaviour - Core Indian values - Core cultural values -Marketing applications

**MODULE V: CONSUMER DECISION MAKING AND CONSUMER RESEARCH**

(15 Hrs)

Consumer decision making process, Consumer research -Types of research, Tools of qualitative and quantitative research.

**5. References**

1. Leon G. Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar – Consumer Behavior, Pearson Publication.
2. Suja R. Nair – Consumer Behavior in Indian Perspective, Himalaya Publishing House.
3. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee—Services Marketing, Pearson Publication.
4. Tapan K. Panda – Marketing Management– Excel books India

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## 6. Syllabus Focus

### a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
Local and Regional development needs	Knowledge of influencing forces on consumer behaviour can be applied by local businesses to tailor marketing strategies to attract local population.
Global development needs	The knowledge of perceived risk , value and quality helps in understanding of consumer behaviour at a global scale
National and Global development needs	The understanding of consumer research helps businesses conduct research to uncover consumer preferences

### b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
SD	Consumer Research	Analysing consumer primary data using statistical software to analyse and interpret consumer behaviour trends
EMP	Consumer Learning	Activities to design promotional messages using different forms of consumer learning –improves employability in marketing roles
EMP	Across all modules	Group presentations and discussions helps improve communication skills thereby enhancing employability

### 7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Presentation	Participative Learning
2.	Workshops /Guest Lectures	Participative Learning
3.	Group Projects	Participative Learning
4	Case Studies	Problem Solving

### 8. Course Assessment Plan

#### a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

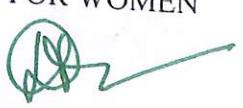
CO	Continuous Internal Assessments CIA -50%	End Semester Examination-50%
CO1, CO2	CIA-1-Written test	Written Exam
CO3, CO4	CIA-1 - Written Test	
CO3 CO4 CO5	CIA-2 –Group presentations, projects and case studies	

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## b) Model Question Paper - End Semester Exam

## CONSUMER BEHAVIOUR

Max. Marks: 60

Time: 2Hrs

## SECTION A

## I. Answer the following

 $5 \times 10 = 50M$ 

1. How would you organize the stages in evolution of the marketing concept to show that it has evolved overtime to prioritize customer value and satisfaction?

OR

2. How would you apply the concepts of customer value and satisfaction to building long term customer loyalty?

3. Analyse the relevance of personality traits in understanding consumer behaviour. Give an example of a marketing strategy that has used this effectively.

OR

4. Analyse the importance of perception in shaping sensory input and thereby influence consumer behavior.

5. Compare and contrast Classical and Instrumental conditioning theories of learning.

OR

6. Justify the tri-component model as a relevant model to understand consumer attitude

7. Analyse the various factors that influence the effectiveness of reference groups in shaping consumer behavior.

OR

8. Examine how marketers in India have used Indian core values to effectively target consumer groups

9. How would you justify the use of consumer decision making process to design a targeted marketing strategy for a new brand of shoes entering into a highly competitive market?

OR

10. Evaluate qualitative and quantitative consumer research methods in the context of consumer behaviour analysis.

## SECTION B

II. Answer any 5.

 $2 \times 5 = 10 \text{ M}$ 

11. Give an example for the Interdisciplinary nature of Consumer Behavior
12. Differentiate between Absolute and Differential threshold
13. Identify one application of observational learning in product advertisements
14. Examine the role 'Source credibility' in Consumer Behaviour
15. Critique the use of secondary data in consumer research
16. Identify an application of Maslow's Hierarchy of Needs model
17. Identify an application of Cognitive Dissonance'

## c) Question Paper Blueprint

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Questions)	Total Marks	Section B (No. of Questions)	Total Marks
1	10	CO1	2	10	1	2
2	20	CO2	2	10	1	2
3	15	CO3	2	10	1	2
4	15	CO4	2	10	1	2
5	15	CO5	2	10	1	2

## 9. CO-PO Mapping

CO	PO	Cognitive Level	Class room sessions(hrs)
1	1,2	Apply	10
2	1,2,3	Analyze	20
3	1,2,3	Analyze	15
4	1,2,5	Analyze	15
5	1,2,7	Evaluate	15

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## SEMESTER V

## INDUSTRY PROFILE REPORT

## 1. Course Description

Programme: BMS  
Course Code: U24/BMS/SEC/501  
Course Type: SEC  
No. of credits: 2

Max. Hours: 30  
Hours per week: 2  
Max. Marks: 50

## 2. Course Objectives

- To develop the research acumen of the student
- To develop analytical and research skills of the student

## 3. Course Outcomes

On completion of the course the student will be able to:

CO1: To develop research and analytical acumen. (ANALYZE)

CO2: To develop strategic thinking among students. (CREATE)

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**4. Course Content****MODULE I: INDUSTRY PROFILE (15 Hrs)**

Types of Industries and Sectors in the Global Economy- Porter's Five Force Model- Role of Governmental Regulations and Policies- Types of Reporting Formats for different Stakeholders.

**MODULE II: (15 Hrs)**

Essentials of a Profile Report- Contents of the Report- Annexures.

Viva Presentation- Guidelines

**5. Syllabus Focus****a) Relevance to Local, Regional, National and Global Development Needs**

Local /Regional/National /Global Development Needs	Relevance
Local Development Need	This course will help develop a better understanding of local industries and their challenges.
National Development Need	This course will help the student understand the importance of different industrial sectors and their relevance to the economy.

**b) Components on Skill Development/Entrepreneurship Development/Employability**

SD/ED/EMP	Syllabus Content	Description of Activity
SD	All Modules	Report Submission using all concepts taught in class

## 6. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Discussion	Classroom discussion on different aspects of a given industry
2.	Research Project	Report submission on Industry Profile

## 7. Course Assessment Plan

### a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

CO	Continuous Internal Assessments CIA - 40%	End Semester Examination-60%
CO1	CIA 1- Part I one Written Report	Viva Presentation
CO2	CIA 2- Part II of the Written Report	

## 8. CO-PO Mapping

CO	PO	Cognitive Level	Class room sessions(hrs)
1	1,3	Understand	15
2	1.3	Analyze	15

Prepared by	Checked & Verified by	Approved by
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## SEMESTER - V

## ORGANISATION DEVELOPMENT AND CHANGE

## 1. Course Description

Programme: BMS

Max. Hours: 75

Course Code: U24/BMS/DSE/501

Hours per week: 5

Course Type: GE

Max. Marks: 100

No. of credits: 5

## 2. Course Objectives

- To lay conceptual foundation in students to lead and manage planned change in organizations
- To acquaint them with Organization Development process and programs
- To develop an understanding of change processes among students for decision-making

## 3. Course Outcomes

On completion of the course the student will be able to:

**CO 1:** Describe the fundamental aspects of OD (UNDERSTAND)

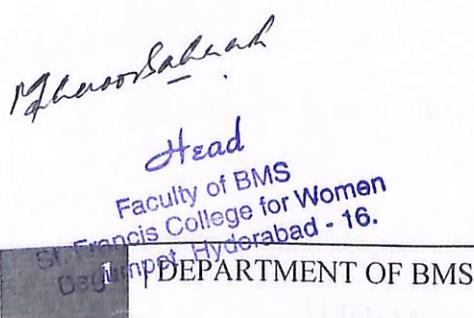
**CO 2:** Explain the OD models relevant in organizations (UNDERSTAND)

**CO 3:** Outline the concept of planned change in organizations (REMEMBER)

**CO 4:** Analyze the influence of change at workplace (ANALYZE)

**CO 5:** Assess the role of culture in organizational change and development

(EVALUATE)



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**4. Course Content****UNIT I: INTRODUCTION**

(15 Hrs)

Organization Development- Definition, Characteristics, Evolution, Process, Benefits and Limitations, Values, Assumptions and Beliefs in OD.

**UNIT II: OD MODELS**

(15 Hrs)

Kurt Lewin and Burke – Litwin models of Organizational Change, Systems Theory, Participation and Empowerment, Teams and TeamWork

**MODULE III: ORGANIZATIONAL CHANGE**

(15 Hrs)

Types and forces of change, Framework for change management. Proactive change and reactive change. Elements of planned change. Action research mode

Individual and organizational barriers to change management and overcoming the barriers to change management

**MODULE IV: INFLUENCE OF CHANGE**

(15 Hrs)

Six belief changers that Influence change, organizational change through influencing individual change

Approaches : Kotter's eight step plan, Greiner's Change process model. Four key drivers of organizational change. Factors contributing to resistance to change. Best practices to overcome resistance to change

**MODULE V: ORGANIZATIONAL CULTURE & CHANGE MANAGEMENT**

(15 Hrs)

Organizational Culture and Leadership, Types of Cultures, Primary and Secondary ways to influence culture, elements of organizational culture. Diagnosing, creating and managing organization culture

**5. References**

1. Donald R.Brown, "An Experiential Approach to Organizational Development", Pearson
2. Thomas G. Cummings, Christopher G Worley, "Theory of Organization Development and Change", Cengage Learning
3. P.Subba Rao, Venkatram Tej Kumar, "Management Theory and Practice (Text and Cases)", Himalaya Publishing House
4. K.Ashwathappa, G.Sudarsana Reddy, "Management and Organizational Behaviour", Himalaya Publishing House
5. VSP Rao, "Organizational Behaviour", Excel Books

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## 6. Syllabus Focus

### a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
National Development Needs	Helps in promoting organizational resilience, equips the students with the skills to effectively manage workforce challenges such as talent retention, skill gaps, and workforce diversity
Global Development Needs	Helps to develop cultural sensitivity and cross-cultural collaboration skills, enabling the students to effectively lead and manage diverse teams in global settings

### b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
EMP	All Modules	Case Studies, Presentations, Research Paper and Article Reviews

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## 7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Discussion	Participative Learning
2.	Case Studies	Problem Solving
3.	Individual and Group Presentations	Participative Learning
4.	Concept specific videos	Participative Learning
5.	Research Paper Reviews	Problem Solving
6.	Role Play	Participative Learning
7.	Quiz	Experiential Learning

## 8. Course Assessment Plan

## a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

CO	Continuous Internal Assessments CIA - 40%	End Semester Examination-60%
CO 1	CIA-1 - Written Exam	Written Exam
CO 2	CIA-1 - Written Exam	
CO 3	CIA-2 Test	
CO 4	CIA-2 Test	
CO 5	CIA-2 Presentations	

## b) Model Question Paper - End Semester Exam

## ORGANIZATION DEVELOPMENT AND CHANGE

Max. Marks: 60

Time: 2Hrs

## SECTION A

## I. Answer the following

 $5 \times 10 = 50 M$ 

1. Explain in detail the Characteristics and Process of OD.

OR

2. How would you explain the Assumptions and Beliefs in OD?

3. Discuss in detail the Kurt Lewin model of organizational development.

OR

4. How would you elaborate on the Burke – Litwin models of organizational development?

5. What are the types and forces to change?

OR

6. What are the Individual and organizational barriers to change management?

7. Analyze the Kotter's Eight Step Plan.

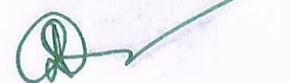
OR

8. List down the Factors contributing to resistance to change and analyze some of the best practices used to overcome resistance to change.

9. Assess the role of Leadership in building Organisation Culture.

OR

10. Explain the various types of organizational cultures.



## SECTION B

## II. Answer any 5

5 Q x 2 M = 10 M

1. Define Organization Development.
2. Write a short note on Systems Theory.
3. Compare and contrast between Proactive and Reactive Change.
4. What are the four key drivers of organizational change?
5. Explain briefly the primary ways to influence culture.
6. List down the Six belief changers that Influence change.
7. What are the limitations in OD?

## c) Question Paper Blueprint

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Question)	Total Marks	Section B (No. of Questions)	Total Marks
1	15	CO-1	2	10	2	2
2	15	CO-2	2	10	2	2
3	15	CO-3	2	10	2	2
4	15	CO-4	2	10	2	2
5	15	CO-5	2	10	2	2

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## SEMESTER V

## RETAIL MANAGEMENT

## 1. Course Description

Programme: BMS  
 Course Code: U24/BMS/DSE/503  
 Course Type: DSE  
 No. of credits: 5

Max. Hours: 75  
 Hours per week: 5  
 Max. Marks: 100

## 2. Course Objectives

- To understand the foundations of retailing
- To develop strategic planning skills for retailing
- To be proficient in store site selection techniques

## 3. Course Outcomes

On completion of the course the student will be able to:

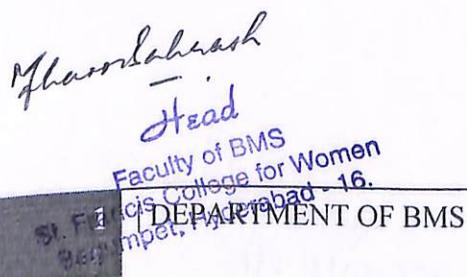
**CO1:** Demonstrate an understanding of the economic significance of retailing (APPLY)

**CO2:** Develop a comprehensive retail strategy (APPLY)

**CO3:** Evaluate and select optimal retail locations (EVALUATE)

**CO4:** Design effective merchandise plans. (APPLY)

**CO5:** Manage the operations of a retail business. (APPLY)



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**4. Course Content****MODULE I: INTRODUCTION (15 Hrs)**

Importance of 'Retailing' as a field of study, economic significance and special characteristics of retailing. Understanding the retail market scenario in India. Types of retail formats: based on ownership, store-based retailing, web, non-store based and other forms of non-traditional retailing.

**MODULE II: STRATEGIC PLANNING IN RETAILING (15 Hrs)**

Steps in strategic planning: Situation analysis, Objectives, Identification of consumer characteristics and needs, Overall strategy, specific activities and control.

**MODULE III: STORE SITE SELECTION (15 Hrs)**

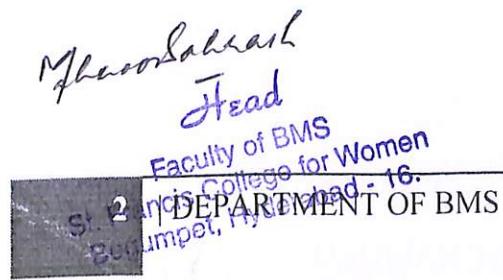
Concept of trading area analysis-Importance of store location to a retailer- Types of locations: Isolated store, unplanned business district and planned shopping centre-Criteria to evaluate general retail locations and specific site evaluation.

**MODULE IV: MERCHANDISE MANAGEMENT (15 Hrs)**

Buying organisation formats and processes- Considerations in devising merchandise plans: Forecasts, innovativeness, assortment, brands, timing and allocation. Implementation of merchandise plans-Role of logistics and inventory management.

**MODULE V: OPERATING A RETAIL BUSINESS (15 Hrs)**

Aspects of operating a retail business: Operations blueprint, Personnel utilization, Store maintenance, Credit management and Crisis management.



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## 5. References

1. Swapna Pradhan . Retailing Management ,Tata McGraw Hill Education Private Limited.
2. Michael Levy & Barton Weitz . Retailing Management,McGraw-Hill Education
3. Chetan Bajaj, Rajnish Tuli, Nidhi.V. Srivastava . Retail Management ,Oxford University Press

## 6. Syllabus Focus

### a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
Local and Regional development needs	Local and Regional retail markets can be analysed to identify gaps and opportunities.
National developmental needs	Understanding the retail market scenario nationally helps in formulating policies to support retail businesses, which in turn boosts the national economy.

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**b) Components on Skill Development/Entrepreneurship Development/Employability**

SD/ED/EMP	Syllabus Content	Description of Activity
SD	Module 1	Small-scale market research projects where students gather data on local retail markets to understand consumer preferences and market dynamics.
SD	Module III	Role-play scenarios where students act as retail store owners negotiating with landlords or real estate agents for a lease. This helps them understand the negotiation process and criteria for site selection.
SD	Across all modules	Assign students to visit retail stores as "mystery shoppers" and evaluate customer service.

**7. Pedagogy**

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Presentation	Participative Learning
2.	Workshops /Guest Lectures	Participative Learning
3.	Group Projects ,Role Plays	Participative Learning
4	Case Studies	Problem Solving

**8. Course Assessment Plan****a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination**

CO	Continuous Internal Assessments CIA -50%	End Semester Examination-50%
CO1, CO2	CIA-1-Written test	Written Exam
CO3, CO4	CIA-1 - Written Test	
CO3 CO4 CO5	CIA-2 –Group presentations, projects and case studies	

**b) Model Question Paper - End Semester Exam****RETAIL MANAGEMENT****Max. Marks: 60****Time: 2Hrs****SECTION A****I. Answer the following** **$5 \times 10 = 50 M$** 

1. Apply your understanding of the economic significance of retailing by analyzing the potential risks and opportunities to an entrepreneur starting a clothing retail venture

OR

2. As a clothing retail entrepreneur ,discuss how would you assess the feasibility of expanding into a new region in India

3. Explain the components that should be involved in planning a comprehensive retail strategy for a retail outlet offering clothing line for young adults

OR

4. How can a struggling retail store apply the knowledge of competitor analysis to regain its market?

5. Evaluate the locational advantages and disadvantages of a retail store in an isolated and shopping center format

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OR

6. Evaluate the potential advantages of establishing a retail store in an unplanned but rapidly developing business district

7. What are the factors to be borne in mind while planning the merchandise plans for seasonal products?

OR

8. Evaluate the buying organization formats for effective merchandise planning and procurement process

9. Assess the key components of the operations blue print of a retail store

OR

10. A retail chain is experiencing issues with late customer payments and wants to improve its credit management strategy. Apply your understanding of credit management in retail by proposing a new strategy.

## SECTION B

II. Answer any 5.

2 x 5 = 10 marks

11. Distinguish between store-based and non-store based retailing

12. Explain the concept of trading area analysis

13. Distinguish between centralized and decentralized buying formats

14. What is a operations blueprint?

15. Which are the situations in which isolated store concept can be the best?

16. Give one importance of logistics in retail management

17. Explain the relevance of visual merchandising in Retail.

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## SEMESTER V

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

## 1. Course Description

Programme: BMS

Max. Hours: 75

Course Code: U24/ BMS/DSE/502

Hours per week: 5

Course Type: DSE

Max. Marks: 100

No. of credits: 5

## 2. Course Objectives

- To acquaint the students with the latest concepts and trends in securities market.
- To develop skills of efficient portfolio building with the help of tools of Securities Market Analysis .

## 3. Course Outcomes

**CO 1:** Describe, explain and interpret the various methods of conducting Fundamental and Technical Analysis. (UNDERSTAND)

**CO 2:** Explain and interpret risk measurement and stock and bond valuation.

(ANALYZE)

**CO 3:** Describe the relevance of Capital Market theory and apply it in real time.

(APPLY)

**CO 4:** Analyse and interpret various tools to evaluate portfolio performance.

(ANALYZE)

**CO 5:** Describe, compare and contrast various methods of portfolio revision.

(ANALYZE)



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**4. Course Content****MODULE I: INTRODUCTION TO INVESTMENT, FUNDAMENTAL AND TECHNICAL ANALYSIS**

(15 Hrs)

Financial meaning of investment. Introduction to investment and securities, Investment objectives. Concepts of security analysis, construction, evaluation and revision of portfolio.

Fundamental Analysis - Economic, Industrial and Company analysis. Need for Fundamental analysis. Tools of Economic analysis, Industry analysis and Company analysis.

Technical Analysis- Concept and tools of Analysis. Efficient Market Hypothesis –Introduction and types- Random walk theory –Strong and semi-strong and weak forms of efficiency Implications and Challenge to security analysis.

**MODULE II: VALUATION OF SECURITIES**

(15 Hrs)

Risk – Systematic and Unsystematic, minimizing risk exposure, risk measurement. Bond return and valuation. Types of Bonds. Interest rate risk and purchasing power risk. Yield curves Limitations of yield curves.

Stock return and valuation – Constant growth model. Valuation through PE Ratio and other relative valuation techniques (Problems) - Regression Analysis (concept only)

**MODULE III: PORTFOLIO CONSTRUCTION AND CAPITAL MARKET THEORY**

(15 Hrs)

Approaches to Portfolio Construction – Traditional Method and Modern Approach. Markowitz Portfolio Model – Concept. Markowitz Efficient Frontier. Capital Asset Pricing Theory Assumptions –Capital market line –The security market line- Capital market line VS Security market line-Testing the CAPM (Problems)

**MODULE IV: EVALUATION OF PORTFOLIO PERFORMANCE**

(15 Hrs)

Measures of portfolio performance-Rewards to variability and rewards to volatility –Sharpe's performance index- Treynor's performance index-Jenson's performance index (Problems)

**MODULE V: PORTFOLIO REVISION**

(15 Hrs)

Passive management-Active management-The formula plans for the purchase and sale of securities-Rupee cost averaging –constant rupee plan –constant ratio plan –Portfolio revision and cost.

Introduction to Behavioural Finance- Biases- Heuristics- Frame Dependence- Emotional and Social Influences- Market Inefficiency

### 5. Reference Books

1. S.Kevin, Security Analysis and Portfolio Management, PHI Publisher.
2. Punithavathy Pandian , Security Analysis and Portfolio Management ,Vikas Publishing House.
3. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill.
4. Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning.
5. Donald Fisher & Ronald Jordan, Security Analysis and Portfolio Management, Pearson's Education Pvt.Ltd.

### 6. Syllabus Focus

#### a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
National Development Need	The course will enable a deeper understanding of the workings and processes of the investments market and its relevance to economic growth.
Global Development Need	The universal finance and investment management theories in the course will enable the student to develop a global understanding of investment opportunities and behavioural patterns.



**b) Components on Skill Development/Entrepreneurship Development/Employability**

SD/ED/EMP	Syllabus Content	Description of Activity
SD	All Modules	Case Studies to review different portfolio formats Problem solving using tools to value stocks and bonds

**7. Pedagogy**

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Presentation	Participative Learning
2.	Workshops /Guest Lectures	Participative Learning
3.	Group Discussion	Participative Learning
4	Case Studies	Problem Solving

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**8. Course Assessment Plan****a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination**

CO	Continuous Internal Assessments - CIA (40%)	End Semester Examination (60%)
CO 1	CIA-1	End Semester examination
CO 2	CIA-1	
CO 3, CO 4	CIA-2 Presentation	
CO 5	CIA-2 Objective Type Test	

**b) Model Question Paper - End Semester Exam****SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT****Max. Marks: 60****Time: 2 Hrs****SECTION – A****I. Answer the following****5 x 10 = 50 M**

1. Briefly explain the various tools of technical analysis.  
OR
2. Explain the Efficient Market Hypothesis with suitable examples.
3. Define Risk. Explain the various types and methods of measuring Risk.  
OR
4. Explain the various Bond Theorems with suitable examples.

5. Using Security Market Line, determine the securities that are overpriced or underpriced.

Security	Actual Return	Beta	Std. Deviation
A	0.33	1.7	0.50
B	0.13	1.4	0.35
C	0.26	1.1	0.40
D	0.12	0.95	0.24
E	0.21	1.05	0.28
F	0.14	0.70	0.18
Nifty Index	0.13	1.00	0.20
Treasury Bills	0.09	0	0.0

OR

6. Explain the Markowitz Efficient Frontier with suitable examples.

7. Of the following four investment funds, depending on past performance, decide the two most suitable funds for investment. The current risk-free rate of interest being 9%. Apply the Sharpe Index to make your decision.

Particulars	Fund A	Fund B	Fund C	Fund D
Average Return	17	18	16	14
Standard Deviation	19	20	13	12

OR

8. Rank the following stocks using Jensen's Measure.

Stocks	Alpha	Beta
A	1	0.8
B	1.35	1.15
C	1.18	1.25
D	1.25	0.95
E	1.5	1.4

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9. Bring out the difference between Active and Passive Management of portfolios.

OR

10. Explain the various biases that exist in the process of investment decision making.

### SECTION - B

II. Answer any 5.

$5 \times 2 = 10 \text{ M}$

- 11. Support and Resistance Level
- 12. Information Asymmetry
- 13. Systematic and Unsystematic Risk
- 14. Beta
- 15. The Efficient Frontier
- 16. Treynor's Performance Index
- 17. Constant Rupee Plan

#### c. Question Paper Blueprint

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Questions)	Total Marks	Section B (No. of Questions)	Total Marks
1	15	CO-1	2	10	2	2
2	15	CO-2	2	10	2	2
3	15	CO-3	2	10	2	2
4	15	CO-4	2	10	2	2
5	15	CO-5	2	10	2	2

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## SEMESTER V

## SUPPLY CHAIN MANAGEMENT

## 1. Course Description

Programme: BMS  
 Course Code: U24/BMS/GE/501  
 Course Type: GE  
 No. of credits: 4

Max. Hours: 60  
 Hours per week: 4  
 Max. Marks: 100

## 2. Course Objectives

- To provide a comprehensive understanding of the fundamental and technological concepts of supply chain management
- To facilitate an understanding of the significance of efficiency in supply chain operations

## 3. Course Outcomes

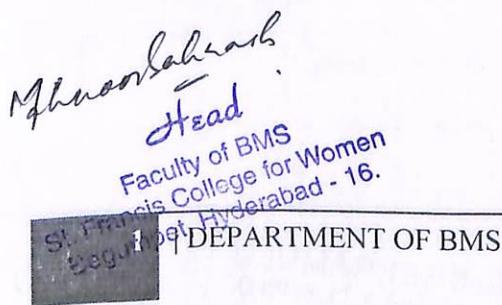
On completion of the course the student will be able to:

**CO1:** Recognize the significance of efficiency in supply chain operations and its implications for business sustainability and competitiveness. (UNDERSTAND)

**CO2:** Recognise the importance of logistics, forecasting and planning (UNDERSTAND)

**CO3:** Evaluate sourcing strategies in diverse supply chain contexts (EVALUATE)

**CO4:** Understand the role and application of IT in SCM (UNDERSTAND)



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**4. Course Content****MODULE-I - INTRODUCTION TO SCM (15 Hrs)**

Introduction - Definition, Historical Perspective, Objectives, Decision Phases in a Supply Chain. Supply chain Performance: Competitive and Supply chain Strategies, Achieving Strategic Fit, Supply Chain Drivers and Metrics: Drivers, Framework for structuring drivers

**MODULE II – LOGISTICS, FORECASTING, AGGREGATE PLANNING AND COORDINATION (CONCEPTS ONLY) (15 Hrs)**

Decisions related to Logistics – Transportation modes, distribution facilities, locating logistics facilities

Forecasting in a Supply Chain - Role, components and methods. Aggregate Planning – Role and strategies. Predictability variability in Supply Chain - Managing Supply and Demand

**MODULE III – SOURCING, OUTSOURCING AND GREEN SOURCING (15 Hrs)**

Strategic sourcing, Bullwhip effect, Supply chain uncertainty framework-Outsourcing, Framework for supplier relationships -Green sourcing process

**MODULE-IV-INFORMATIONTECHNOLOGY IN A SUPPLY CHAIN (15 Hrs)**

Role of IT in Supply Chain, Supply Chain IT Framework, Internal Supply Chain Management, Supplier Relationship Management – Concept of ERP

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## 5. Reference

1. Sunil Chopra, Peter Meindl, D.V.Kalra. Supply Chain Management. Pearson.
2. F. Robert Jacobs, Ravi Shankar, Richard Chase Operations and Supply Chain Management. Operations and Supply Chain Management
3. David Sinchi-Levi, Philip Kaminsky, Edith Sinchi-Levi, Ravi Shankar, Designing and Managing the Supply Chain ,McGraw-Hill Higher Education.
4. Donald J Bowersox, David J Closs, M Bixby Cooper ,Supply Chain Logistics Management, McGraw-Hill Higher Education.

## 6. Syllabus Focus

### a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
Local and Regional development needs	Understanding local businesses and industries can help students apply SCM concepts to their immediate surroundings.
Global development needs	Exploring global supply chain strategies and competition provides insights into the interconnectedness of global markets.

### b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
SD	Across Modules	Group projects where students create supply chain strategies for a given scenario
SD	Across all modules	Analysing supply chain case studies



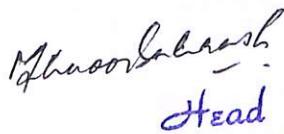
## 7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Presentation	Participative Learning
2.	Workshops /Guest Lectures	Participative Learning
3.	Group Projects	Participative Learning
4	Case Studies	Problem Solving

## 8. Course Assessment Plan

### a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

CO	Continuous Internal Assessments CIA -50%	End Semester Examination-50%
CO1, CO2	CIA-1-Written test	Written Exam
CO3, CO4	CIA-1 - Written Test	
CO3 CO4 CO5	CIA-2 –Group presentations, projects and case studies	

  
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## b) Model Question Paper - End Semester Exam

## SUPPLY CHAIN MANAGEMENT

Max. Marks: 60

Time: 2Hrs

## SECTION A

## I. Answer the following

4 Q X 10 M = 40 M

1. Explain the concept of a supply chain and its significance in modern business operations.

OR

2. Discuss the difference between competitive and supply chain strategies. How can achieving strategic fit in a supply chain enhance overall performance?

3. Explain the importance of logistics decisions in a supply chain. How do different transportation modes impact supply chain efficiency?

OR

4. Describe the role of forecasting in a supply chain and its impact on inventory management.

5. Analyze the concept of strategic sourcing in supply chain management. Provide examples of how strategic sourcing can benefit a company in terms of cost savings and supplier relationship management.

OR

6. Assess the green sourcing process within a supply chain context. Evaluate the steps involved in green sourcing.

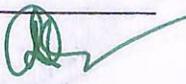
7. Explain the role of Information Technology (IT) in modern supply chain management. Discuss how IT systems and tools enhance communication, data sharing, and coordination among supply chain partners

OR

8. Discuss how IT systems improve internal supply chain management processes. Provide examples of how IT improves visibility and decision-making within the internal supply chain.

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## II. Answer any 5.

## SECTION B

4 Q X 5 M = 20M

11. Explain the concept of Strategic Fit.
12. What are the benefits of aggregate planning?
13. Discuss the benefits of green sourcing
14. How does an ERP system facilitate SRM?
15. How does the Bullwhip effect affect the supply chain?
16. Explain the concept of supply chain drivers.

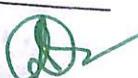
## c) Question Paper Blueprint

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Questions)	Total Marks	Section B (No. of Questions)	Total Marks
1	15	CO1	2	10	1	5
2	15	CO2	2	10	1	5
3	15	CO3	2	10	1	5
4	15	CO4	2	10	1	5

## 9. CO-PO Mapping

CO	PO	Cognitive Level	Class room sessions(hrs)
1	1,2	Understand	15
2	1,2,3	Understand	15
3	1,2,3	Evaluate	15
4	1,2,5	Understand	15

Prepared by	Checked & Verified by	Approved by
 Dr. Mallika Shetty Faculty In-Charge	 Dr. Mahnoor Sahrash HoD, BMS	 Dr. Uma Joseph Principal



## SEMESTER V

## TAXATION

## 1. Course Description

Programme: BMS  
 Course Code: U24/BMS/DSC/501  
 Course Type: DSC  
 No. of credits: 5

Max. Hours: 75  
 Hours per week: 5  
 Max. Marks: 100

## 2. Course Objectives

- To gain working knowledge of the basic principles underlying the provisions of tax laws in India.
- To gain an understanding regarding computation of total income for the purpose of computation of tax.

## 3. Course Outcomes

On completion of the course the student will be able to:

**CO1:** Define and explain the various definitions relevant for taxation purpose. (UNDERSTAND)

**CO 2:** Analyse and interpret the various perks and allowances relevant for Salary Income. (ANALYZE)

**CO 3:** Explain, compare and contrast different methods of taxing Income from House Property and Capital Gains. (ANALYZE)

**CO 4:** Define, explain, analyse and interpret clubbing of incomes and taxing personal income. (ANALYZE)

**CO 5:** Analyze and interpret income gained and tax applicable, from business and profession. (ANALYZE)

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**4. Course Content****MODULE I: BASIC CONCEPTS**

(15 Hrs)

Agricultural Income – Assessee – Assessment year – Previous year – Person - Income – Total Income – Tax computation. Residential Status and its effect on tax incidence: Determination of Residential Status of an Individual – Relationship between residential status and incidence of tax – Problems.

**MODULE II: SALARIES**

(15 Hrs)

Income under the head 'Salaries': Salary – Allowances – Perquisites– Profits in lieu of Salary - Permissible deductions from Salary Income – Section 80C- Problems.

**MODULE III: HOUSE PROPERTY AND CAPITAL GAINS**

(15 Hrs)

Income under the head 'House Property': Computing Income from let out and self-occupied properties – Problems. Income under the head 'Capital Gains': Capital Asset-Transfer - Full value of consideration - cost of acquisition - cost of improvement - Indexation – Capital Gains in special cases – Exemptions u/s 10, 54,54B, 54D, 54EC, 54F – Short term and long term capital gains computation tax- Problems

**MODULE IV: CLUBBING OF INCOME AND FILING OF RETURNS** (15 Hrs)

Clubbing of Income and Set-off and Carry Forward of losses: Clubbing of Income in case of Individual Assessee – Intra head Set off of Losses – Inter head Set off of Losses – Carry Forward of Losses – Problems. Deductions u/s 80 – Applicable to individuals—sec 80C, 80CCC, 80CCD, 80CCE, 80D, 80DD, 80DDB, 80E, 80EE, 80EEA, 80EEB, 80G, 80GGA, 80GGB, 80GGC, 80QQB, 80RRB, 80TTA, 80TTB, 80U

Filing of returns: concepts related to e-tax returns-Tax Information Network(TIN).

**MODULE V: PROFITS AND GAINS FROM BUSINESS AND PROFESSION**

(15 Hrs)

Profits of business or profession, features of assessment of profits and gains, rules for adjustment of profit and loss account — depreciation/s 32, computation of taxable income from business and profession.

### 5. References

1. V.P.Gaur & D.B.Narang, Income tax – Law and Practice
2. Vinod K Singhania & Monica Singhania, Students' Guide to Income Tax, Latest Edition, Taxmann Series.
3. Bare Text of Direct Tax Laws.
4. Government Notifications, Rules, Circulars, Clarifications
5. Dr. Singhania Vinod, Students guide to Income Tax
6. Sanghvi & Chopade, Taxation – Singhvi & Chopade (Only Chapters pertaining to Central Excise, C.S.T & MVAT.

### 6. Syllabus Focus

#### a) Relevance to Local , Regional , National and Global Development Needs

Local /Regional/National /Global Development Needs	Relevance
National Development Need	This course will enable to student to better understand the taxation practices prevailing in the country.

#### b) Components on Skill Development/Entrepreneurship Development/Employability

SD/ED/EMP	Syllabus Content	Description of Activity
SD	All Modules	Problem-Solving for different tax scenarios

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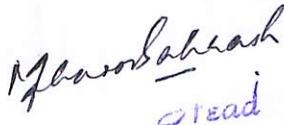
### 7. Pedagogy

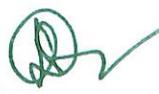
S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group discussion	Participative learning
2.	Case studies	Problem solving
3.	Guest lectures	Participative learning

### 8. Course Assessment Plan

#### a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination

CO	Continuous Internal Assessments CIA - 40%	End Semester Examination- 60%
CO1	CIA - 1	Written Exam
CO2	CIA - 1	
CO3	CIA – 2 Assignment	
CO4	CIA – 2 Skill test	
CO5	CIA – 2 Assignment	

  
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## b) Model Question Paper - End Semester Exam

## TAXATION

Max. Marks: 60

Time: 2Hrs

## SECTION – A

 $5 \times 10 = 50 \text{ M}$ 

## I. Answer the following

1. Mr. M is a citizen of the UK, who came to India for the first time on 1<sup>st</sup> March, 2013. He stayed here without any break for 3 years and left for Bangladesh on 1<sup>st</sup> May, 2016. He returned to India on 1<sup>st</sup> April, 2017 and went back to the UK on 1<sup>st</sup> Dec., 2017. He was posted back in India on 20th Jan., 2020. Determine is residential status for the AY 2020-21.

OR

2. Explain the rules of residential status.

3a) Calculate the Gross Salary from the information given below

If the assessee is living in a rented house in Delhi and the actual rent paid by him is Rs. 7,000 per month:

Basic Salary -Rs. 30,000 per month

DA ( not considered for retirement benefits)- Rs. 6,000 per month

HRA - Rs. 8,000 per month

(b) Calculate taxable HRA from the following details:

Salary—Rs. 25,000 per month

Rent being paid---Rs. 7,000 per month

Posted in Hyderabad

OR

4. X has the following particulars. Calculate his salary income for the AY 2020-21

Particulars	Amount
Salary	11,000 per month
HRA	4,800 per month
DA	10,000 per month
Entertainment Allowance	2,400 per month

His employer contributes and him contribute 14% of his salary towards RPF. One small car is allowed to him by his employer for both personal and official use. Expenses are borne by the employer. He lives in a rented house with a monthly rental of Rs. 6,000. He is working in Meerut.

5. X occupies 2 houses for residential purpose. Particulars are as follows. Calculate his House Property Income for the AY 2020-21

Particulars	House A	House B
Municipal Valuation	60,000	20,000
Fair Rent	85,000	22,000
Standard Rent	65,000	NA
Municipal Taxes	10%	10%
Fire Insurance	600	300
Interest on Capital borrowed for Construction of House A	56,000	---

OR

6. Calculate taxable Capital Gains from the following information:

Particulars	Buildings	Gold and Silver Ornaments	Shares
Fair Market Value on the date of transfer	25,00,000	8,00,000	4,00,000
Amount recorded in the books of the firm	23,67,500	7,50,00	5,00,000
Date of acquisition	1/3/1990	15/5/2018	10/12/2018
Cost of acquisition	3,00,000	4,00,000	2,50,000
Fair Market Value	7,50,000	-	-

The assessee deposits Rs. 11,83,750 on 30/4/2020 in Capital Gains Account Scheme in SBI for claiming exemption under section 54F. He purchases a house on 15/5/2021 for Rs. 8,00,000 by withdrawing from the deposit account.

7. From the following particulars, find out the total income for the AY 2020-21.

a. Salary of Rs. 15,000 per month, her employer has provided her with unfurnished accommodation in Delhi at RS. 6,000 per annum, assuming the fair rent is Rs. 30,000 per annum.  
b. Her investments were:

10% Rajasthan Govt. Loan Rs. 50,000

10% Govt. Bonds Rs. 24,000

Rs. 60,000 n 10% Fixed Deposit Account in a bank for 5 years

c. She owns a house which has been let out at Rs. 2,000 per month but its fair rent is Rs. 2,250 per month Municipal taxes of Rs. 30,000 were paid by her. She spent Rs. 100 on collection of rent and paid Rs. 3,000 as interest on loan taken for renewing the house.

d. She earned a profit of Rs. 1,50,000 from speculation business.

e. She received Rs. 900 as interest on Capital Investment Bonds

Her loss from speculation from last year, of Rs. 4,000 has been carried forward and set off this year.

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OR

8. Calculate the total income and tax liability for the AY 2020-21 from the given particulars.

Particulars	Amount(Rs)
Gross Salary	6,12,500
Rent from House Property	60,000
Interest on Bank Deposits	12,000
Income from Horse Races	20,000
Agricultural Income	20,000
Long Term Capital Loss	25,000
Short Term Capital Gains	40,000

9. From the following Profit and Loss Account of a manufacturer, calculate the income under the head 'Profit and Gains of Business or Profession' for the year ending on 31<sup>st</sup> March 2023

	Amount(Rs)	Amount(Rs)	
Salaries to employees	195000	Gross profit	580000
Advertisement expenses(in cash)	24000	Interest on securities	14000
General expenses	16000	Income from house	
Entertainment expenses	22000	property	25000
Bad debts	1500	Bad debts recovered	12000
Drawings by the proprietor	24000	(allowed earlier)	
GST( due and paid on 1-7-2023 )	6000		
Interest on proprietor's capital	7000		
Repairs	2500		
Rent	21000		
Legal expenses	5000		
Depreciation	15000		
Bonus(due)	6000		
Bonus to the proprietor	4000		
Car purchased	72000		
Expenses on car during the year	12000		
Donations	2000		
Provision for bad debts	6000		
Net profit	<u>190000</u>	<u>631000</u>	

From the examination of books of accounts, the following other information is available:

- Advertisement expenses were spent on insertions in newspapers.
- Rs 3000 were spent on purchase of land and are included in legal expenses,
- Half of the repair expenses were on let out building
- Depreciation allowable on all assets including car is Rs14400
- Bonus was paid to employees on 30-6-2023 and date of filing of return is 31-7-2023

OR

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10. Mr X and Company are Chartered Accountants in Delhi. They have submitted the following Receipts and Payments Account for the year. Compute the income from the profession,

Receipts	Amount(Rs)	Payments	Amount(Rs)
To audit fees	224000	By drawings	48000
To financial consultancy Service	98000	By office rent	42000
To dividends from an Indian company(gross)	6000	By telephone installation charges	15000
To dividends on units of UTI	4000	By electricity bill	4200
To accountancy works	24000	By salary to staff	66000
		By charities	1200
		By gifts given to relatives	9600
		By car expenses	21000
		By subscription for journals	2500
		By institute fee	1200
		By stipend given to trainees	12000
		By net income	<u>133300</u>
	<u>356000</u>		<u>356000</u>

Note:

1. Depreciation of car during the year amounts to Rs 5000.
2. 30% of the time car is used for personal purposes.

### SECTION B

#### II. Answer any 5.

5 x 2 = 10 marks

11. Person
12. Gratuity
13. NAV
14. Taxing Capital Gains

15. A firm makes the following expenditure during the previous year 2023-24:

Rent of Rs 400000 paid to the landlord. TDS made but not deposited within the due date of filing of return as prescribed u/s 139(1). However TDS made was deposited after 2 months of due date of filing of the return. What shall be the treatment for computing the taxable income?

16. Deduction versus Exemption

17. Tax Holiday

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## SEMESTER V

## TRAINING AND DEVELOPMENT

## 1. Course Description

Programme: BMS  
 Course Code: U24/BMS/DSE/501  
 Course Type: GE  
 No. of credits: 5

Max. Hours: 75  
 Hours per week: 5  
 Max. Marks: 100

## 2. Course Objectives

- To acquaint the students with the basic practices of training and development.
- To familiarize the students with the contemporary training methods at workplace
- To provide them an understanding of organization strategy in training

## 3. Course Outcomes

On completion of the course the student will be able to:

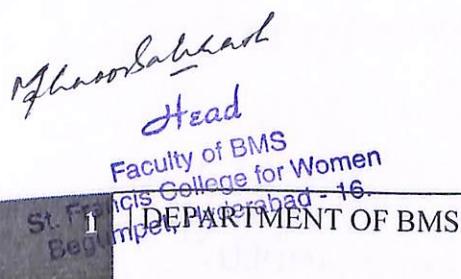
**CO 1:** Outline the most widely accepted process of training (REMEMBER)

**CO 2:** Design a Training programme considering the principles and objectives of training to a given problem (CREATE)

**CO 3:** Compare and contrast the traditional and modern methods of Training and explain out the key areas of Organizational Training (UNDERSTAND & ANALYZE)

**CO 4:** Develop and implement the Training Methods assess corporate training and development (EVALUATE & CREATE)

**CO 5:** Justify how training is aligned with the strategic requirements of organizations (EVALUATE)



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**4. Course Content****MODULE I: INTRODUCTION TO TRAINING**

(15 Hrs)

Training in organizations- overview of training-trends in training- career opportunities in training- Important concepts and meanings- Needs Analysis of Training- meaning- types of needs- components of needs analysis- six component model- data collection for TNA- Overview of the Training Process- Phases of Training- The Spiral Model of the Training Process

**MODULE II: TRAINING DESIGN**

(15 Hrs)

Training Design and Development- Principles of Training Design-Motivational Dynamics Design Process- Identifying the Training Objective- determining the structure Models of Training Design- Determining Training Content- Selecting Training Methods Organizational Constraints- Developing Objectives- facilitation of Learning- Focus on the Trainee

Facilitating Learning- Focus on Training Design - Facilitation of Transfer- Focus on Training Facilitation of Transfer- Focus on Organizational Intervention

**MODULE III: TRAINING METHODS**

(15 Hrs)

Traditional Training Methods- Off the Job Methods- On the Job Methods- Electronic methods Components, Blended/Hybrid Learning - ET Design and Development, Management Development- Mintzberg's Managerial Roles-Strategies and Management Characteristics- Sources of Knowledge and Skill Acquisition- Types of Management Development Programs

Key areas of Organizational Training- Orientation Training- Diversity Training- Sexual Harassment Training- Team Training- Cross Culture Training

**MODULE IV: TRAINING IMPLEMENTATION**

(15 Hrs)

Development and Implementation of Training- Choosing Instructional Methods- Instructional Strategy- Material and Equipment. The Trainer- Experience and Credibility- Alternatives to Development. Implementation Ideas for Training Structure - Evaluation of Training- Rationale- Resistance Evaluating Corporate Training and Development- Indian Experiences

**MODULE V: TRAINING AND ORGANIZATIONAL STRATEGY****(15 Hrs)**

Aligning training with Strategy- Overview- Strategic choices- structural choices- OD, Strategy and Training- Strategic Training Alternatives Training Programmes and Issues. Workforce Development and Competitive Advantage- Lessons from India Transfer of Training- Major Players in Training and development in India

**5. References**

1. P Nick Blanchard, James W. Thacker, V. Anand Ram. Effective Training, Systems, Strategies and Practices . Pearson Education
2. Rolf P Lynton and Udai Pareek . Training for Development Vistaar Publications
3. G. Pandu Naik. Training and Development, Text, Research and Cases. Excel Books 4.
- French Wendell, Bell Cecil, Vohra Veena Organizational development, behavioral science Interventions for Organizational Improvement. Prentice Hall
5. Bhatia SK. Training and Development. Deep and Deep Publishers.

**6. Syllabus Focus****a) Relevance to Local , Regional , National and Global Development Needs**

Local /Regional/National /Global Development Needs	Relevance
National Development Needs	Will equip students with the skills and knowledge necessary to contribute effectively to the economy
Global Development Needs	Equip individuals to address complex challenges



## b) Components on Skill Development/Entrepreneurship Development/Employability

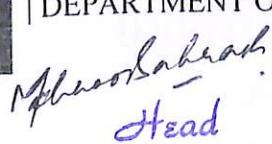
SD/ED/EMP	Syllabus Content	Description of Activity
ED	Module 1, Module 2 & Module 3	Case Study Analysis, Hands-on preparation of JDs and Recruitment & Selection processes
SD	Module 2, Module 3, Module 4 & Module 5	Case Study Analysis, Hands-on preparation of JDs, Recruitment & Selection processes, Presentation for Types of Training Methods and Analysis of current industry-relevant Performance Appraisal Methods
EMP	All Modules	Case Studies, Presentations, Preparation of JDs, Recruitment & Selection processes, Industry-oriented analysis

## 7. Pedagogy

S. No	Student Centric Methods Adopted	Type / Description of Activity
1.	Group Discussion	Participative Learning
2.	Case Studies	Problem Solving
3.	Individual and Group Presentations	Participative Learning
4.	Concept specific videos	Participative Learning
5.	Research Paper Reviews	Problem Solving
6.	Role Play	Participative Learning
7.	Quiz	Experiential Learning

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**8. Course Assessment Plan****a) Weightage of Marks in Continuous Internal Assessments and End Semester Examination**

CO	Continuous Internal Assessments CIA - 40%	End Semester Examination-60%
CO 1	CIA-1 - Written Exam	Written Exam
CO 2	CIA-1 - Written Exam	
CO 3	CIA-2 Hands - on	
CO 4	CIA-2 Presentation	
CO 5	CIA-2 Test	

**b) Model Question Paper - End Semester Exam****TRAINING AND DEVELOPMENT****SECTION A****I. Answer the following** **$5 \times 10 = 50 M$** 

1. What is the relevance of Training Needs? Explain with the help of six model components.

OR

2. What is the ADDIE Model of training and why is it challenging for the organizations to achieve it?

3. How can you elaborate on the various models of Training Design

OR

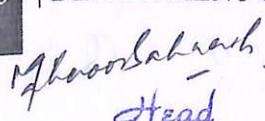
4. What way would you design a Training? Elaborate with respect to Principles of Training Design?

5. Compare and contrast traditional and modern methods of Training.

OR

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6. How would you classify Mintzberg's Managerial roles? Explain its relevance in the context of developing training strategies.

7. Elaborate on the various Instructional Methods with suitable examples.

OR

8. What in your opinion are the various approaches to evaluating training? Bring out the inherent issues in evaluating training procedures.

9. How would you evaluate strategic and structural choices in the context of aligning training with strategy?

OR

10. Critique the major players in the Training and Development field in the corporate sector.

## SECTION B

II. Answer any 5

**5 Q x 2 M = 10 M**

11. What are the phases of Training?

12. How would you elaborate on the organizational constraints in Training?

13. Discuss the relevance of Web-based training.

14. What are the Implementation Ideas for Training Structures?

15. Assess the significance of Workforce Development.

16. What can you say about Blended Learning?

17. How can you elaborate on the reason for Organizational Intervention

### c) Question Paper Blueprint

Modules	Hours Allotted in the Syllabus	COs Addressed	Section A (No. of Question)	Total Marks	Section B (No. of Questions)	Total Marks
1	15	CO-1	2	10	2	2
2	15	CO-2	2	10	2	2
3	15	CO-3	2	10	2	2
4	15	CO-4	2	10	2	2
5	15	CO-5	2	10	2	2