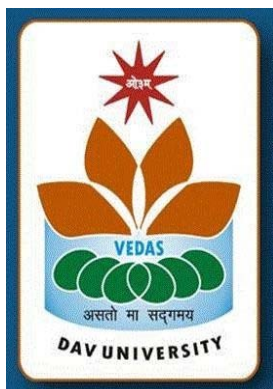


DAV University, Jalandhar  
Department of Commerce & Business Management



Scheme and Syllabi  
for  
Master of Business Administration [MBA]  
2019 Batch  
(Program ID-48)

<b>Category of Course</b>	<b>No of Courses</b>	<b>Credit Per course</b>	<b>Total Credits</b>
Core Discipline	17	3	51
Skill Enhancement Course (SEC)	1 1 7	3 2 1	12
Ability Enhancement Course (AEC)	2	3	6
Discipline Specific Elective (DSE)	10	3	30
	<b>TOTAL</b>		<b>99</b>

**Scheme of Courses MBA (Program ID-48)**  
**Master of Business Administration**

**Semester 1**

<b>S.No</b>	<b>Paper Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr</b>	<b>Course Type</b>
1	MGT501	Business Environment and Indian Ethos	4	0	0	3	Core Discipline
2	ECO501	Managerial Economics	4	1	0	3	Core Discipline
3	MGT502	Accounting for Decision Making	4	1	0	3	Core Discipline
4	MGT503	Management Process and Organisational Behaviour	4	1	0	3	Core Discipline
5	ECO502	Quantitative Methods	4	1	0	3	Core Discipline
6	MGT504A	Workshop on Business Communication	0	0	4	3	Ability Enhancement Course (AEC)
7	CSA552	Workshop on Business Computing	0	0	3	3	Skill Enhancement Course (SEC)
8	EVS501	Environment Management	2	0	0	3	Ability Enhancement Course (AEC)
9	MGT519A	Workshop on Personality Development	0	0	2	1	Skill Enhancement Course (SEC)
			<b>22</b>	<b>4</b>	<b>9</b>	<b>25</b>	

**L: Lectures   T: Tutorial   P: Practical   Cr: Credits**

**Scheme of Courses MBA**  
**Master of Business Administration**

**Semester 2**

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT505	Human Resource Management	4	0	0	3	Core Discipline
2	MGT506	Production and Operations Management	4	1	0	3	Core Discipline
3	MGT507	Financial Management	4	1	0	3	Core Discipline
4	MGT508	Marketing Management	4	0	0	3	Core Discipline
5	MGT509A	Business Research	4	1	0	3	Core Discipline
6	MGT510	International Business	4	0	0	3	Core Discipline
7	MGT515	Management Information Systems	4	0	0	3	Core Discipline
8	MGT511A	Management Science	3	1	0	3	Core Discipline
9	MGT512A	Workshop on Organisational Effectiveness	0	0	2	1	Skill Enhancement Course (SEC)
10	MGT513	Comprehensive Viva-Voce*	0	0	0	1	Skill Enhancement Course (SEC)
			<b>31</b>	<b>4</b>	<b>2</b>	<b>26</b>	

Note: At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

\*Comprehensive Viva-Voce of 2<sup>nd</sup> Semester would be based on papers taught during the first 2 semesters.

**L: Lectures T: Tutorial P: Practical Cr: Credits**

**Scheme of Courses MBA  
Master of Business Administration**

**Semester 3**

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT601	Strategic Management	4	0	0	3	Core Discipline
2	MGT602	Workshop on Business Simulation	0	0	3	1	Skill Enhancement Course (SEC)
3	MGT603	Seminar on Business Exposure	0	0	2	2	Skill Enhancement Course (SEC)
4	MGT604	Business Legislations	4	0	0	3	Core Discipline
5		Specialization Elective -1*	3	1	0	3	Discipline Specific Elective (DSE)
6		Specialization Elective -2*	3	1	0	3	Discipline Specific Elective (DSE)
7		Specialization Elective -3*	3	1	0	3	Discipline Specific Elective (DSE)
8		Specialization Elective -4*	3	1	0	3	Discipline Specific Elective (DSE)
9		Specialization Elective -5*	3	1	0	3	Discipline Specific Elective (DSE)
			<b>23</b>	<b>5</b>	<b>5</b>	<b>24</b>	

**\*For Major-Minor Combination:** 3 Specialisation Electives from one Group, 2 from another:

- Specialization electives 1, 2, and 3, should be from any one of the following 8 Specialisation Elective Groups.
- Specialization elective 4 and 5 should be from any one of the remaining 7 Specialisation Elective Groups.

**\*For Super Specialisation:** All 5 Specialisation Electives from only one of the following 8 Specialization Elective Groups.

**\*For Dual Specialisation:** Electives 1, 2 and 3 from one group, 4 and 5 from another.

**SPECIALIZATION ELECTIVE GROUPS (for Semester 3)**

**GROUP (A) Marketing**

Paper Code	Course Title	L	T	P	Cr
MGT621	Consumer Behaviour	3	1	0	3
MGT622	Sales and Distribution Management	3	1	0	3
MGT625	Integrated Marketing Communication	3	1	0	3
MGT663	Industrial Marketing and Rural Marketing	3	1	0	3
MGT613	Marketing for Non Profit Organisations	3	1	0	3
MGT998	Workshop on Digital Marketing	0	0	4	3

**GROUP (B) Finance**

Paper Code	Course Title	L	T	P	Cr
MGT626	Security Analysis and Portfolio Management	3	1	0	3
MGT627	Management of Financial Services	3	1	0	3
MGT628	Strategic Financial Management	3	1	0	3
MGT629	Strategic Cost Management	3	1	0	3
MGT630	Project Appraisal and Finance	3	1	0	3

**GROUP (C) Human Resource Management**

Paper Code	Course Title	L	T	P	Cr
MGT631	Organisational Change and Development	3	1	0	3
MGT632	Manpower Planning and HRD	3	1	0	3
MGT633	Negotiating Skills and Participative Decision Making	3	1	0	3
MGT634	Training and Development	3	1	0	3
MGT635	Labour Legislations	3	1	0	3

**GROUP (D) Supply Chain Management**

Paper Code	Course Title	L	T	P	Cr
MGT636	Business Process Design and Implementation	3	1	0	3
MGT637	Integrated Supply Chain Management	3	1	0	3
MGT638	Total Quality Management	3	1	0	3
MGT639	Procurement and Sourcing Strategy	3	1	0	3
MGT640	Warehousing and Inventory Management	3	1	0	3

**GROUP (E) Information Technology**

Paper Code	Course Title	L	T	P	Cr
CSA653	Database Management System using Oracle (2 Credit)	3	1	0	3
CSA654	Database Management System using Oracle Laboratory (1 Credit)	3	1	0	3
CSA655	Analysis and Design of Information Systems	3	1	0	3
CSA656	Electronic Commerce	3	1	0	3
CSA657	Computer Networks and its Algorithms	3	1	0	3
CSA658	Object Oriented Programming (2 Credit)	3	1	0	3
CSA659	Object Oriented Programming Laboratory (1 Credit)	3	1	0	3

**GROUP (F) Insurance and Banking**

Paper Code	Course Title	L	T	P	Cr
MGT646	Regulatory Framework for Banking and Insurance	3	1	0	3
MGT647	Principles and Practices of Banking	3	1	0	3
MGT648	Insurance and Risk Management	3	1	0	3
MGT649	Marketing of Banking and Insurance Services	3	1	0	3
MGT650	Corporate Banking	3	1	0	3

**GROUP (G) International Business**

Paper Code	Course Title	L	T	P	Cr
MGT651	Foreign Language – I*	3	1	0	3
MGT652	Foreign Trade Documentation and Trade Finance	3	1	0	3
MGT653	Global Marketing Management	3	1	0	3
MGT654	Global Strategic Management	3	1	0	3
MGT655	International Business Law	3	1	0	3

**GROUP (H) Healthcare Management**

Paper Code	Course Title	L	T	P	Cr
MGT656	Health Services System and Hospital MIS	3	1	0	3
MGT657	Epidemiology and Bio- Statistics	3	1	0	3
MGT658	Healthcare Law, Policy and Ethics	3	1	0	3
MGT659	Healthcare Marketing	3	1	0	3
MGT660	Medical Emergency Systems	3	1	0	3

\*Foreign Language-II (MGT685) is compulsory in 4<sup>th</sup> semester, with this course.

**Scheme of Courses MBA**  
**Master of Business Administration**  
**Semester 4**

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT605	Workshop on Entrepreneurship	0	0	3	1	Skill Enhancement Courses (SEC)
2	MGT610	Business Analytics	2	0	2	3	Core Discipline
3	MGT611	Project Management	3	0	0	3	Core Discipline
4	MGT607	Comprehensive Viva-Voce**	0	0	0	1	Skill Enhancement Course (SEC)
5	MGT608	Workshop on Case Writing	0	0	3	1	Skill Enhancement Course (SEC)
6		Specialization Elective -6***	3	1	0	3	Discipline Specific Elective (DSE)
7		Specialization Elective -7***	3	1	0	3	Discipline Specific Elective (DSE)
8		Specialization Elective -8***	3	1	0	3	Discipline Specific Elective (DSE)
9		Specialization Elective -9***	3	1	0	3	Discipline Specific Elective (DSE)
10		Specialization Elective -10***	3	1	0	3	Discipline Specific Elective (DSE)
			<b>20</b>	<b>5</b>	<b>8</b>	<b>24</b>	

\*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.

\*\*Comprehensive Viva-Voce of 4<sup>th</sup> Semester would be based on papers taught during all the 4 semesters.

\*\*\***For Major-Minor Combination:** 3 Specialisation Electives from one Group, 2 from another.

- Specialisation electives 6, 7 & 8 should be from Elective Group of Specialisation Electives 1, 2 & 3.
- Specialisation electives 9 & 10 should be from Elective Group of Specialisation Electives 4 & 5.

\*\*\***For Super Specialisation:** All 3 Specialisation Electives should be from the same Group as opted in 3<sup>rd</sup> Semester.

\*\*\***For Dual Specialisation:** 2 Specialisation Electives from one Group, 3 from another.

- Specialisation electives 6 & 7 should be from Elective Group of Specialisation Electives 1, 2 & 3.
- Specialisation electives 8, 9 & 10 should be from Elective Group of Specialisation Electives 4 & 5.

**L: Lectures   T: Tutorial   P: Practical   Cr: Credits**

#### **SPECIALIZATION ELECTIVE GROUPS (for Semester 4)**

##### **GROUP (A) Marketing**

Paper code	Course Title	L	T	P	Cr
MGT661	Marketing of Services	3	1	0	3
MGT662	Retail Management	3	1	0	3
MGT623	Marketing Research	3	1	0	3
MGT664A	E-Business	0	0	4	3
MGT624	Product and Brand Management	3	1	0	3
MGT997	Workshop on Social Media Marketing	0	0	4	3

##### **GROUP (B) Finance**

Paper code	Course Title	L	T	P	Cr
MGT665	Management Control Systems	3	1	0	3
MGT666	Derivatives and Risk Management	3	1	0	3
MGT667	Corporate Tax Planning	3	1	0	3
MGT668	Valuation for Mergers and Acquisitions	3	1	0	3
MGT614	Personal Financial Planning	3	1	0	3



**GROUP (C) Human Resource Management**

Paper code	Course Title	L	T	P	Cr
MGT669	Industrial Relations and Labour Policy	3	1	0	3
MGT670	Performance Management System	3	1	0	3
MGT671	Industrial Psychology and Sociology	3	1	0	3
MGT672	Knowledge Management	3	1	0	3
MGT615	Managing Innovation and Creativity	3	1	0	3
MGT999	Global Human Resource Management	3	1	0	3

**GROUP (D) Supply Chain Management**

Paper code	Course Title	L	T	P	Cr
MGT673	Sustainable Supply Chain Management	3	1	0	3
MGT674	Enterprise Resource Planning	3	1	0	3
MGT675	Supply Chain Metrics and Strategies	3	1	0	3
MGT676	Supply Chain Management Technology and Application	3	1	0	3
MGT616	World Class Manufacturing	3	1	0	3

**GROUP (E) Information Technology**

Paper code	Course Title	L	T	P	Cr
CSA660	Software Project Planning and Management	3	1	0	3
CSA661	Web Designing using ASP.NET (2 Credit)	3	1	0	3
CSA662	Web Designing using ASP.NET Laboratory (1 Credit)	3	1	0	3
CSA663	Operating Systems	3	1	0	3
CSA664	Wireless Technologies	3	1	0	3
CSA665	Data Mining and Warehousing	3	1	0	3

**GROUP (F) Insurance and Banking**

Paper code	Course Title	L	T	P	Cr
MGT681	Credit Management	3	1	0	3
MGT682	Foundation of Actuarial Science	3	1	0	3
MGT683	Management of Banking and Insurance Operations	3	1	0	3
MGT684	Underwriting and Claim Management in Insurance	3	1	0	3
MGT618	Micro Financing	3	1	0	3

**GROUP (G) International Business**

Paper code	Course Title	L	T	P	Cr
MGT685	Foreign Language- II*	3	1	0	3
MGT686	Global Logistics and Supply Chain Management	3	1	0	3
MGT687	International Financial Management	3	1	0	3
MGT688	WTO and RTAs	3	1	0	3
MGT695B	Business Innovation Model	3	1	0	3
MGT619	Cross Cultural Management	3	1	0	3

**GROUP (H) Healthcare Management**

Paper code	Course Title	L	T	P	Cr
MGT689	Total Quality Management in Healthcare	3	1	0	3
MGT690	Medical Tourism	3	1	0	3
MGT691	Medical Insurance	3	1	0	3
MGT692	Management of Healthcare for the Elderly	3	1	0	3
MGT620	Community Health and Population Management	3	1	0	3

\*Foreign Language-I (MGT651) is pre-requisite for this course.

**Semester 4- Pathway 2**

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
1	MGT699	On Job Training (MBA)	0	0	0	24	Department Elective

**Course Title: Business Environment and Indian Ethos**  
**Paper Code: MGT501**

L	T	P	Credits
4	0	0	3

**Course Objective:** This course integrates concepts with real-world situations to help students grasp complex concepts, a clear understanding of which is required to comprehend the various facets of business environment. It focuses on developing ethics and values in students and aims at helping them resolve the ethical dilemmas faced in business situations using the value system advocated by Indian saints and philosophers.

**Learning Outcomes:** Students will understand the external environment of business very well after undergoing this course and they will also realise the importance of ethical and value based management practices.

**UNIT-A**

**Hours**

- Significant of Environment Scanning for Business Managers- Tools of Internal and External Environment Scanning – SWOT, Value Chain Analysis and Porter’s 5 Forces Analysis **4**
- Political, Economic, Social, Technological and Legal Environment of Business in Indian Context. **4**
- Economic System, Planning Process, Trends in Macro-Economic Variables **2**
- Inflation- Types of inflation, Effects of inflation and Control of Inflation **2**
- Fiscal Policy – Objectives, Types, Instruments, Financing of Fiscal Deficit **4**
- Monetary Policy – Objectives, Instruments of monetary policy **4**

**UNIT-B**

- Balance of Payment- Constituents of BOP, Implications of Large Current Account Deficit. **2**
- Trade Flows, International Linkages and External Environment, Arguments for and against Protectionist Policies **4**
- Capital Flows, Growth and Macroeconomic Instability, Arguments for and against free flow of foreign capital. **4**

**UNIT-C**

- Exchange Rate Regimes and Currency Convertibility- current account **3**

convertibility and capital account convertibility

- Financial System, Financial Crisis and Reforms 6
- Corporate Governance - Policy and Issues, Corporate Social Responsibility 5

#### **UNIT-D**

- Model of Management in Indian Socio-Political Environment, Work Ethos, Heritage in Production and consumption 2
- Indian Insight into TQM, Problems relating to stress in Corporate Management – Indian Perspective. 2
- Ethical Dilemmas in Business 1
- Trans cultural Human Values in Management Education, Relevance of values in management, Need for values in global change Indian perspective, values for managers, Holistic Approach for Managers in Decision Making 6
- Secular Vs Spiritual Values in management, Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values. 6

**Total 60 Hours**

#### **Text Book**

Paul, Justin. Business Environment: Text and Cases. New Delhi: McGraw-Hill, Latest Edition

#### **Reference Books:**

1. Fernando, A C. Business Environment. Chennai: Pearson, Latest Edition
2. Aswathappa, K. Essentials of Business Environment. Mumbai: Himalaya Pub. House, Latest Edition
3. Cherunilam, Francis. Business Environment. Mumbai : Himalaya Publishing House, Latest Edition

**Course Title: Managerial Economics**  
**Course Code: ECO501**

L	T	P	Credits
4	1	0	3

**Course Objective:** The course will help the students in examining how a firm strives to reach optimal profitability and efficiency in the face of modern constraints and how firms actually reach managerial decisions.

**Learning Outcomes:** Students will be able to apply economic theory and principles in managerial decision making.

## Hours

### Unit – A Demand and Supply

- Introduction: meaning, nature and scope of managerial economics. 2
- Demand analysis: meaning and determinants of demand, law of demand and the exceptions; classification of goods, movements along and shift in demand curve, individual and market demand curve. 4
- Elasticity of demand: concept (price, income and cross) and the methods of measurement, degrees, determinants of elasticity of demand. 3
- Utility analysis: Cardinal versus ordinal, law of diminishing marginal utility, Law of equi-marginal utility, indifference curve and its properties, marginal rate of substitution, consumer equilibrium, price effect and its decomposition. 5
- Supply Analysis: meaning, determinants of supply, supply curve, law of supply and its exceptions, Movements along and shift in supply curve, elasticity of supply. 3
- Equilibrium analysis: concept of market equilibrium and comparative statistics, change in demand and supply. 2

### Unit – B Production, Cost and Revenue

- Production: definition, factors of production, types of inputs, production function – short run and long run, law of variable proportions, stages of production, 3
- Isoquant and its properties, marginal rate of technical substitution, returns to scale, expansion path. 3
- Cost: concepts, types of cost, short run cost curves, shape of cost curves – relation between production and cost, long run cost curves, economies and diseconomies of scale 4
- Revenue: concept, relationship between total, average and marginal revenue. 1

### Unit C: Market Forms

- Market: Meaning, market structure, features and classification, economic 2

agents and their roles.

- Perfect Competition: characteristics, price determination, demand curve and supply curve for an individual firm, Short-run and long-run equilibrium of firm. 4
- Monopoly: characteristics, equilibrium price-output determination in short run and long run, price discrimination and its degrees. 4
- Monopolistic Competition: characteristics, product differentiation and selling cost, short run and long run equilibrium. 4
- Oligopoly - Meaning of collusive and non-collusive oligopoly; Managerial Theories of the Firm. 6

#### **Unit D: Macroeconomic Theory and Applications**

- Meaning and scope, difference between micro and macro, circular flow of income. 2
  - Models: Classical, Keynesian – two sector, three sector and four sector, aggregate demand and its components, concept of multiplier. 5
  - Role of Government: Great Depression (1930s), Global Financial crises (2008-2009) and Emerging Economies. 3
- 60**

#### **Text book**

1. Salvatore, D. Managerial Economics: Principles and Worldwide Application, New Delhi: Oxford University Press, Latest Edition

#### **Reference Books:**

2. Froeb, Luke M., Brian T. McCann, Mikhael Shor and Michael R. Ward. *Managerial Economics: A Problem Solving Approach*, USA: South Western, Cengage Learning. Latest Edition
3. Koutsoyiannis, A. *Modern Microeconomics*. London: Macmillan, Latest Edition
4. Vengedasalam, D. and Karunakaran Madhavan. *Principles of Economics*, Malaysia: Oxford Fajar Sdn. Bhd., Latest Edition

**Course Title: Accounting for Decision Making****Paper Code: MGT502**

L	T	P	Credits
4	1	0	3

**Course Objective:** This course aims to build understanding of the central ideas and theories of modern finance and to develop familiarity with the analytical techniques helpful in financial decision making.

**Learning Outcomes:** The course will enable the participants to prepare and analyse Financial Statements, make efficient use of scarce financial resources for best possible output. They will develop controlling and decision making skills based upon quantitative evidences.

<b>Unit –A (Accounting Information and Financial Statements)</b>	<b>Hours</b>
• Accounting as an Information system. Uses of Accounting Information for the decision Makers	1
• Meaning, Scope, Functions, Branches of Accounting	1
• Differences between Management, Cost and Financial Accounting.	1
• Generally accepted Accounting Principles and Accounting Standards (Basics)	1
• Accounting Cycle and preparation of Journal, Ledger, Trial balance	2
• Statements of Financial Information, Profit and loss account and Balance sheet)	2
• Financial Statements Analysis: Advantages and Disadvantages of comparative and Common Size statements, Preparation of Common Size and Comparative Statements	4
• Types, Importance and Limitations of Ratio Analysis	4
<b>Unit – B (Cost Concepts and Management Needs)</b>	
• Meaning, classification and determinants of cost. Cost Components relating to income measurement, Control and Decision Making	1
• Cost Sheet and Components of Cost Sheet	1
• Costing and Control of Materials (Cost of Inventory and Costing Methods, Just in Time Approach)	1
• Costing and Control of Labour : Accounting for Labour, Special Problems Relating to Labour, Labour Turnover, Efficiency Rating Procedures	2
• Costing and Control of Manufacturing Overheads: Factory Overhead Costs, Cost Allocation, Under and Over Absorption of Factory overheads	1
• Costing and Control for Administrative, Selling and Distribution	1

Overheads Including Allocation and Recoveries	
• Activity Based Costing System: Traditional V/S Activity Based Costing System, ABC for Different Functional Areas	4
• Job-Order, Batch and Process Costing (Including Inter process costing)	4
<b>Unit – C (Variable Costing and Budgeting)</b>	
• Meaning and Scope of Variable Costing, Comparison between Variable Costing and Absorption Costing.	2
• Volume-Cost-Profit Analysis, Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis	2
• Applications of variable Costing: Multiple-Product Analysis, Optimal use of Limited Resources, Role of Variable Costing in Decision Making	2
• Advantages and Limitations of Variable costing	1
• Nature and Functions of Budgeting, Preparation of Different Types of Functional Budgets.	4
• Techniques of Budgeting: Fixed Versus Flexible Budgeting , Zero Based Budgeting	4
<b>Unit – D (Standard Costing and Responsibility Accounting)</b>	
• Meaning and Establishment of Cost Standards, Components of Standard and Quality Cost	1
• Meaning and Significance of Quality Costs, Steps in Determination of standard cost, Types of Standards	1
• Cost Variance Analysis; Materials, Labour and Overheads(Meaning, Types and Significance)	3
• Revenue and Profit Variance Analysis: Sales and Profit Variances (Types and Significance), Actual and Budgeted Profits	2
• Variance Reporting and Repositioning the Variances	1
• Managerial Uses of Variances.	3
• Concept and Importance of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre.	3
	<b>Hours</b>



**Text Book:**

1. Khan, M Y, and P K. Jain. Management Accounting and Financial Management: Problems and Solutions. New Delhi: Tata McGraw-Hill, Latest Edition

**Reference Books:**

1. Needles, Belverd E, and Marian Powers. Financial Accounting. Boston: Houghton Mifflin, Latest Edition
2. Horngren, Charles T, Gary L. Sundem, and William O. Stratton. Princeton, N.J: Introduction to Management Accounting. Latest Edition
3. Sekhar, R C, and A V. Rajagopalan. Management Accounting. New Delhi: Oxford University Press, Latest Edition

**Course Title: Management Process and Organisational Behaviour**  
**Paper Code: MGT503**

L	T	P	Credits
4	1	0	3

**Objective:** The aim of the course is to give the basic understanding of functions of management carried out in the organization along with the fundamentals of behavior at workplace. It focuses upon the changes in behavior at individual, group and organizational structure level in accordance to the management processes adopted at workplace and vice-versa.

**Learning outcome:** After the completion of the course the participant will be able to comprehend the relationship between management processes and behavior at workplace. The participant will also learn about designing the structure of organizations, management functions in a way that leads to performance of the workforce at all levels up to the fullest ability.

Unit A	Hours
Management- Meaning, its nature, scope and significance, functions , roles of a manager, skills of manager, professionalism of management, management as art, science & profession.	5
Schools of Management Thought: Classical, Neo Classical and Modern School.	4
Planning- Meaning, process, Planning Premises, Types of plans, MBO.	6

Unit B	Hours
Decision making: Meaning, Process, Types of decisions, Techniques, Rationality in decision making.	4
Designing Organisational Structure- Work Specialisation, departmentalisation, chain of command, span of control, centralisation and decentralisation, formalisation. Common organisational designs, contemporary organisational designs.	5
Controlling- Meaning, process, types, techniques – traditional and modern.	5

Unit C	Hours
Introduction to organizational behavior- concept and significance, foundations, contributing disciplines to OB, OB Model- independent and dependent variables.	4
Introduction to Individual human behavior-Ability, Learning and its theories. Perception, Attitude formation, relationship between attitude and behavior, Major Job Attitudes.	6
Concepts of Personality- Meaning, The Myers-Briggs Type Indicator, The Big Five Model, Other significant personality traits.	4
Foundations of Group Behaviour- Types of groups, Five stage group development model punctuated equilibrium model, Group Properties- Roles, Norms, Status, Size and Cohesiveness. Group Think, Group Shift. Difference between group and team, types of teams.	3

Unit D
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Concept of Leadership- Meaning, Traits Theory, Behavioral theories, Contingency theories. Charismatic and Transformational Leadership.	6
Work stress: causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.	3
Organisational Culture- Meaning, Uniformity in cultures, Strong versus Weak Culture. Functions of culture, Culture as Liability. Concept of Emotional Intelligence.	5

### **Text Book**

1. Robbins, S. P. & Judge, T.A. Organizational Behavior. New Delhi, Prentice Hall, Latest Edition.

### **Reference Books**

2. Rudani, R.B. Management and Organisational Behaviour. New Delhi, McGraw Hill, Latest Edition.
3. Luthans, Fred. Organizational Behavior. New York: McGraw-Hill, Latest Edition
4. Koontz, Harold, and Heinz Weihrich. Essentials of Management. New York \_\_\_\_  
Montréal: McGraw-Hill, Latest Edition.

**Course Title: Quantitative Methods**  
**Course Code: ECO502**

L	T	P	Credits
4	1	0	3

**Course Objective:** The objective of the course is to make the students familiar with some statistical techniques. The main focus, however, is in their application in business decision making.

**Learning Outcomes:** After completion of course students will be acquainted with the application of statistical techniques in business decision making.

Unit – A	Hours
<b>Progression Series</b>	
Arithmetic Progression; Definition nth term of an A.P, sum of n terms	3
Arithmetic mean, A.M. between two numbers	3
Managerial application of A.P. series	3
Geometric Progression; Definition, nth terms of G.P. series, sum of n terms	3
Geometric mean between two numbers, managerial application of G.P. series	3
<b>Unit – B</b>	
<b>Measures of Central Tendency;</b>	
Arithmetic Mean; Calculation of mean in individual, discrete and continuous series, Properties of arithmetic mean, combined mean	3
Median; Calculation of median in individual, discrete and continuous series	2
Mode; Calculation of mode in individual, discrete and continuous series, Comparison of mean, median and mode	2
<b>Measures of Dispersion;</b> Range, Quartile deviation, coefficients of range and quartile deviation	2
Mean Deviation; Calculation of mean deviation in individual, discrete and continuous series	2
Standard deviation; Calculation of standard deviation in individual, discrete and continuous series, Combined standard deviation, Variance, Coefficient of variation	2
<b>UNIT C</b>	
<b>Correlation;</b> Meaning, Types of correlation, Properties of correlation, Correlation and causation	2
Karl Pearson method	2
Covariance. Probable error, coefficient of determination	1
Spearman's Rank method.	2
<b>Regression Analysis:</b> Regression lines, Types of regression analysis	3
Properties of regression, Relationship between correlation and regression	2
Estimation of regression coefficient, standard error	2

**Time Series Analysis;** Meaning, Components of time series; Trend, seasonal, cyclical and irregular 1

#### **UNIT D**

#### **Probability Theory**

Basic concepts of probability 1

Addition theorem with numerical problems 2

Multiplication theorem with numerical problems 2

Binomial distribution; Properties of Binomial distribution 2

Parameters of binomial distribution with numerical problems 2

Poisson distribution; meaning, properties of Poisson distribution 1

Parameters of Poisson distribution with numerical problems 2

Normal distribution; Meaning, properties of normal distribution 2

Parameters of normal distribution, Numerical problems. 3

#### **Text Book**

1. Ken Black, (2013), *Applied Business Statistics Making Better Business Decisions*, Wiley Publication, New Delhi.

#### **Reference Books:**

2. Bajpai Naval, (2013), *Business Statistics*, Pearson Publication, New Delhi.
3. Anderson, Sweeney and Williams, (2014), *Statistics for Business and Economics*, Cengage Publication.
4. Kazmier, L. J. and N. F. Pohl *Basic Statistics for Business and Economics*. New York, Mc Graw Hill

**Course Title: Workshop on Business Communication**  
**Course Code: MGT504 A**

L	T	P	Credits
0	0	4	3

**Course Objective:** The objective of this course is make students proficient in communication during business situations

**Learning Outcomes:** After the course, student will be able to speak, listen, read and write effectively in varied business situations

**Concepts to be covered**

- Defining Career Goals
- Developing Curriculum Vitae
- Developing LinkedIn Profile
- Fundamentals of Business Writing
- Letter-writing
- Report-writing
- Writing an Email
- Developing Effective Presentation Skills
- Introducing themselves
- Handling group discussion
- Facing a personal interview
- Managing successful meetings
- Non-verbal communication
- Cross-cultural communication in International Business

**Reference Book :**

Business Communication – A Practice-Oriented Approach by Shalini Kalia and Shailja Agarwal, Wiley India, New Delhi

Kalia, S. and Agarwal, S. Business Communication – A Practice-Oriented Approach, New Delhi: Wiley India, Latest Edition

**Course Title: Workshop on Business Computing**  
**Course Code: CSA552**

L	T	P	Credits
0	0	3	3

**Course Objective:** The objective of this workshop is to train the business students in proficient use of spreadsheets, power point and word processing documents.

### **Spreadsheets**

- Basic Operations - Arithmetic operators, Comparison operators, Text operator and (ampersand) Reference operator
- Modifying the worksheet layout - Changing Width of Column, Changing Height of Row, Deleting Rows/Columns/Cells, Moving and copying contents of cell, Alignment of text in the cell
- Working with functions - Date and time function, Statistical function, Financial function, Mathematical and Trigonometric functions, Lookup and Reference Functions, Data Base functions, Text function, Logical functions
- Working with Pivot Tables, Using Data Analysis Tools and Techniques
- Printing the workbook - Setting up Print Area, Setting up Margins, Defining Header and Footer, Controlling Gridlines
- Introduction to CHARTS - Formatting Charts

### **Power Point Presentations**

- Creating a presentation slide, Design Templates and Blank presentations, Power Point standard toolbar buttons
- Changing Font, Font Size and Bold; Moving the frame and inserting clip art; Different slide layouts; Formatting the Slide Design; Work with the Slide Master; Saving the presentation
- The Auto Content Wizard; Using Existing Slides; Using the different views of a slide, Adding Transitions and Animation, Running Slide Show
- Adding and Deleting Records
- Creating, Saving, Editing, Joining Tables in Queries
- Creating and Using Forms
- Creating and Printing Reports

### **Word Processing**

- Editing and Formatting a Document, Text Formatting, Paragraph Formatting, Headers and Footers
- FIND command and REPLACE command, Checking Spelling and Grammar; On-line Spelling and Grammar correction using Auto correct, Auto Text, Using Thesaurus, Using Clip Gallery
- Inserting Graphics From files, Working with Tables - Entering Text in the Table, Creating Table, Changing Format of Text of cells, Changing Column width and Row height, Formatting Table Border
- Using Mail Merge - Mail Merge Procedure, Printing a document

### **Reference Book:**

1. Etheridge, D. Excel Data Analysis, Indianapolis: Wiley Publishing. Latest Edition

**Course Title: Environmental Management**  
**Paper Code: EVS501**

L	T	P	Credits
2	0	0	3

**Course Objective:** This course aims at training the students in aspects of environmental management for sustainable development.

**Learning Outcomes:** After the completion of the course students will be able to use various environmental management practices for the sustainable development and therefore to the benefit of mankind.

**Unit 1 Principles and Development of International Environmental Law and Sustainability Concept** **10 Hours**

Principles of International Environmental Law; United Nations Conference on the Human Environment 1972, Stockholm ; UNEP; Brundtland Commission 1987 and Sustainable Development Concept; UNCED 1992, Rio de Janeiro; Earth Summit +5, New York; WSSD 2002, Johannesburg; UNCSD 2012, Rio de Janeiro; Protection of Ozone Layer: Vienna Convention 1985 and Montreal Protocol 1987; Climate Change: UNFCCC 1992 and Kyoto Protocol 1997.

**Unit 2 Environmental Management and Valuation** **15 Hours**

Environmental Auditing: ISO 19011, Environmental Management System: ISO 14000; Occupational Health and Safety Management System: OHSAS – 18000; Environmental Impact Assessment (EIA): Introduction and Need for EIA; Environmental Economics: Carbon Credits, Carbon Trading, Clean Development Mechanism, Environmental Taxes Shifts, Green Funding, Green Accounting, Green Marketing Multilateral Environmental Agreements and Trade Barriers, GATT/WTO Provisions; Environmental Laws/Policy: Acts, Patents, IPRS, Role of NGOs, PIL, National Environmental Policy, 2006; Environmental Ethics.

**Unit 3 Energy Management** **10 Hours**

Non-Renewable and Renewable Energy Sources and their impact on Environment; Energy from Urban Waste; Nuclear Energy; Energy Management and Auditing; Energy Efficiency in Thermal Utilities and Electrical Utilities; Energy Regulations and Policy; Energy Trading; Green Building Concept: LEED-IGBC and GRIHA rating system, Zero-Energy Building; Bureau of Energy Efficiency and Energy Conservation Act, 2001

**Unit 4 Natural Resource and Solid Waste Management** **15 Hours**

Natural Resources (Air, Water (Saline and Fresh), Land, Forest, Mineral, Food, and Biodiversity) and associated problems; Role of Growing Human Population in their Over Exploitation; Natural Resource Management using Geographic Information System (GIS); Marine and Coastal Resource Management; Solid Waste Management: Causes, Effects and Control Measures of Rural, Urban and Industrial Waste Using Three R's (Reduce, Reuse and Recycle).



**Text Book**

1. Hanley, Nick, Jason F. Shogren, and Ben White. Environmental Economics: In Theory and Practice. New York: Oxford University Press, Latest Edition

**Reference Books:**

2. Uberoi, N K. Environmental Management. New Delhi: Excel Books, Latest Edition
3. Pandey, G.N. Environmental Management. Jangpura, New Delhi, Latest Edition
4. Das, Gupta N. Environmental Accounting. New Delhi: Wheeler Pub, Latest Edition

**Course Title: Human Resource Management**  
**Paper Code: MGT505**

L	T	P	Credits
4	0	0	3

**Course Objective:** To familiarize the students with various functions of Human Resources Management and emphasize on the integration Human Values with the organization with particular reference to India. This course is designed to provide the essentials of human resource management for all future managers whether or not their career orientation lies in human resources.

**Learning outcome:** Students will learn the fundamentals of human resource management and will be able to understand principles of managing the employees which in turn will enhance their managerial skills to achieve business excellence.

**Syllabus**

**Unit A**

**(15 Hours)**

Introduction to HRM Meaning, Scope, Definition and Objectives of HRM  
Functions of HRM and Models of HRM Activities of HRM  
Challenges of HRM Role of HR Manager  
Human Resource Planning, HR Planning process,  
Job analysis, Job description and Job specification Job Rotation, Job enlargement and Job enrichment

**Unit B**

**(15 Hours)**

Recruitment and Selection Recruitment Process and Methods of Recruiting □  
Selection process – type of tests and types of interviews □  
Designing and conducting the effective interview □  
Reference, background verification and medical evaluation □  
HR interview, Job offer, Induction and Placement.  
Wage and Salary administration.  
Principles and techniques of wage fixation, job evaluation, incentive schemes

**Unit C**

**(15 Hours)**

Appraising and Managing Performance, Appraisal process, methods, and potential problems in performance Evaluations, The appraisal interview and feedback interview. Methods to improve performance  
Career Planning and Development  
Training and Development Nature of Training, Methods of Training □  
Training Need Assessment Training Design Training Evaluation

**Unit D**

**(15 Hours)**

HR outsourcing, Management of Turnover and retention,  
Workforce Rationalization and International HRM  
Quality of work life  
Industrial Relations □ Industrial Disputes and causes □ Remedial measures  
Collective Bargaining Grievance Management

**Text Book**

1. DeCenzo, David A, and Stephen P. Robbins. Fundamentals of Human Resource Management. Hoboken, NJ: Wiley, Latest Edition

**Reference Books**

2. Noe, Raymond A. Fundamentals of Human Resource Management. Boston: McGraw-Hill/Irwin, Latest Edition
3. Dessler, Gary. Human Resource Management. Upper Saddle River, NJ: Prentice Hall, Latest Edition
4. Bernardin, H J, and Joyce E. A. Russell. Human Resource Management: An Experimental Approach. New York [etc.: McGraw-Hill, Latest Edition

**Course Title: Productions and Operations Management**  
**Course Code: MGT506**

L	T	P	Credits
4	1	0	3

**Course Objective:**

It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional.

**Learning outcome:**

Students will be able to learn basic fundamentals of production operations and modern quality improving techniques which in turn enhance their managerial skills for achieving excellence in the field of production and quality.

**Unit- A**

**16 hours**

**Operations management:** Concept, Historical Milestones in POM, Operations strategy in global economy, transformation process model, responsibilities of operations manager. **Facility:** capacity planning, Location and Layouts. Operations Technology, automation, **Product Design and development** – Levels of product, product & service feature, product design and its characteristics, product development process (technical), product development techniques.

**Unit- B**

**16 hours**

**Process selection-** Process Analysis, Cycle times, Efficiency & Capacity assessment, **Project Management, Process and Service designs, Production Planning, Production Planning & Control (PPC)**, Manufacturing operations scheduling, **Productivity:** Method study; Work measurement, Employee Productivity, Human behaviour, Health and safety. **Operations Quality management**, Quality Characteristics of Goods and Services, Quality control.

**Unit- C**

**14 hours**

**Supply Chain Management:** Purchasing; Importance, Purchase departments, Purchasing processes. Logistics; Movement of materials, shipment, Innovations in Logistics. Warehousing; warehousing operations, Inventory accounting. Third party logistics Management. E-Business and supply chain management.

**Unit- D**

**14 hours**

**Total Quality Management (TQM)** Model Concept of Six Sigma and its Application. **Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order levels, ABC analysis. **JIT and Lean Production System:** Elements of JIT, Benefits of JIT, JIT in services.

**Total Time: 60 hours**

**Text Book**

1. Buffa & Sarin, Modern Production/Operations Management, 8th John Wiley

**Reference Books:**

2. Gaither & Frazier, Operations Management, Cengage learning
3. Chary, Production and Operations Management, Tata McGraw-Hill
4. Mahadevan B, Operations Management: Theory and Practice, 2nd Edition, Pearson Education

**Course Title: Financial Management**  
**Paper Code: MGT507**

L	T	P	Credits
4	1	0	3

**Course Objective:** This course aims to build understanding of the central ideas and theories of modern finance and to develop familiarity with the analytical techniques helpful in financial decision making.

**Learning Outcomes:** After undergoing this subject, students will have sufficiently good hold over the basics of finance to pursue specialised courses in finance.

UNIT-A	Hours
Financial Management: An Overview	2
The Time Value of Money	4
The Cost of Capital	4
Capital Structure and Firm Value	4
Capital Structure Decisions	4
<b>UNIT-B</b>	
Valuation of Bonds and Stocks	2
Dividend Policy and Firm Value	1
Dividend Decision	1
Techniques of Capital Budgeting	3
Estimation of Projected Cash Flows	2
Risk Analysis in Capital Budgeting	4
Capital Budgeting: Extensions	2
<b>UNIT-C</b>	
Sources of short term and Long Term Finance	2
Leasing	2
Hire-Purchase and Project Finance	4
<b>UNIT-D</b>	
Features and advantages of responsibility A/c, types of responsibility centres	4
Transfer pricing	2
Types, advantages and factors determining working capital management	3
Forecasts of working capital requirements	7
Reporting	3

**60 hours**

**Text Book:**

1. Chandra, P. Financial Management: Theory and Practice. New Delhi: Tata McGraw Hill Education. Latest Edition.

**Reference Books:**

1. Jain, K., Khan, Y. M., Jain, K. P. and Khan, Y. M. Basic Financial Management. New Delhi: Tata McGraw-Hill Education, Latest Edition.
2. Van Horne, J. C. and Dhamija, S. Financial Management and Policy. New Delhi: Pearson Education. Latest Edition.

**Course Title: Marketing Management**  
**Course Code: MGT508**

L	T	P	Credits
4	0	0	3

**Course Objective:** The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

**Learning Outcomes:** At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional marketing environments; research, define and evaluate markets for given products and product ideas, and services; specify products rigorously, match them with corresponding markets, and outline appropriate marketing strategies.

Unit – A	Hours
<b>Understanding Marketing Management :</b> Defining Marketing for the 21st Century, Developing Marketing Strategies and Plans	6
<b>Assessing Market Opportunities and Customer Value:</b> Scanning the Marketing Environment, Forecasting Demand, and Conducting Marketing Research, Creating Customer Value and Customer Relationships, Analyzing Consumer Markets, Analyzing Business Markets	9
<b>Choosing Value</b> Identifying Market Segments and Targets, Competitive Dynamics, Crafting the Brand Positioning, Creating Brand Equity	7
<b>Unit – B</b>	
<b>Designing Value</b> Setting Product Strategy, Designing and Managing Services, Developing Pricing Strategies and Programs	8
<b>Delivering Value:</b> Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling, and Logistics	4
<b>Unit – C</b>	
<b>Communicating Value:</b> Designing and Managing Integrated Marketing Communications, Managing Mass Communications, Managing Personal Communications	7
<b>Sustaining Growth and Value</b> Introducing New Market Offerings, Tapping into Global Markets	10
<b>Unit – D</b>	
Managing a Holistic Marketing Organization for the Long Run	9
	<b>60 Hours</b>

**Text Book:**

1. Kotler, P., Keller, K. L., Koshy, A., and Jha, M. Marketing Management: A South Asian Perspective. New Delhi, Pearson Education. Latest Edition.

**Reference Books:**

2. Czinkota, M.R. and Kotabe, M. Marketing Management. New Delhi: Vikas Publishing, Latest Edition
3. Douglas, J., Darymple, J. and Parsons, L.J. Marketing Management: Text and Cases, New York, John Wiley and Sons, Latest Edition
4. Kotler, P. Marketing Management: Analysis, Planning, Implementation and Control. New Delhi : Prentice Hall of India, Latest Edition



**Course Title: Business Research**  
**Course Code: MGT509A**

L	T	P	Credits
4	1	0	3

**Course Objective:** The course is designed to enable students to understand and apply concepts research process on real business research problems

**Learning Outcomes:** At the end of the course a student should be able to design research proposal and apply statistical tools manually as well as with the help of software.

	Hours
<b>Unit – A</b>	
Business Research Methods-Introduction : Introduction to Research-Basic, Applied and Business Research Methods, Road Map to Learn Business Research Methods, Business research methods: A Decision Making Tool, Use of Software in Data Preparation and Analysis, Introduction and Business Research Process Design	5
Introduction and Scales of Measurement, Four Levels of Data Measurement, The Criteria for Good Measurement, Factors in selecting an appropriate Measurement Scale, Questionnaire: Introduction and Design Process	5
<b>Unit- B</b>	
Introduction to Sampling- Importance and Sampling Design Process, Random Sampling Methods and Non-Random Sampling, Central Limit Theorem and Sampling distribution. Classification of Secondary Data Sources, Road Map to Use Secondary Data, Survey and Observation: Classification of Survey Methods, Observation Techniques and Classification of Observation Methods	10
<b>Unit-C</b>	
Hypothesis Testing for Single Population: Introduction, Hypothesis Testing Procedure, Two-Tailed Test of Hypothesis and One - Tailed Test of Hypothesis, Type-I and Type-II Error	5
Hypothesis Testing for a Single Population Mean Using the Z and T statistic, Hypothesis Testing for a Population Proportion, Hypothesis Testing for Two Populations, Hypothesis Testing for the Difference Between Two Population Means Using the z and t-Statistic	10
Statistical Inference About the Difference between the means of Two Related Population, One way ANOVA- Introduction and Application in Business Research	10
<b>Unit –D</b>	
Hypothesis testing for Categorical data (Chi-square test), Non-parametric statistics , Correlation- Karl Pearson and Spearman's Rank Correlation, Introduction of Simple Linear Regression and Determining the Equation of a Regression Line	10
Presentation of Result: Report Writing, Organization of Written Report, Tabular and Graphical Representation of Data, Oral Presentation	5
	<b>60 Hours</b>

**Text Book**

1. Bajpai, N., Business Research Methods, New Delhi: Pearson Education, Latest Edition

**Reference Books:**

2. Nargundkar, R., Marketing Research: Text and Cases, New Delhi: Tata McGraw Hill, Latest Edition
3. Malhotra, N., Marketing Research, New Delhi: Pearson Education, Latest Edition

**Course Title: International Business**  
**Paper Code: MGT510**

L	T	P	Credits
4	0	0	3

**Course Objectives:** The course helps the student understand the complex environment in which MNC's work. It equips them to adapt themselves to international business and trade. It teaches them in detail about the foundations of international business

**Learning outcomes:** Students will learn the importance of growing global business today and the effect of international business on India. They will be able to devise basic strategies which a manager must follow in order to survive in a competition.

**Hours**  
**15**

**Unit A**

Globalization – Effect of globalization and its Drivers Modes of entry for corporations into international business The globalization debate - arguments for and against, Differences between domestic and international business; Multinational Corporations- Definition and Types

**Unit B**

**18**

Introduction to International Trade - Theory of Mercantilism, Absolute advantage, Comparative advantage, Hecksher-Ohlin theory, The new product life cycle theory, The new trade theory, Porter's diamond model ; Instruments of International trade policy – tariffs, subsidies, local content requirements, and administrative policies, anti dumping policies, political and economic arguments for intervention; International trade bodies- GATT, WTO, IPR, TRIPS, TRIMS, GATS, Introduction to current EXIM policy of India International Regulatory and Dispute Settlement Mechanisms

**Unit C**

**15**

International Financial Markets – Equity, Debt, Foreign Exchange and Commodities; World Bank and International Monetary System ;International Financial Risks of Trade Payments, Methods of payment in International Trade ,Foreign investments (FDI and FII) ,Currency fluctuations etc. ; Introduction to Foreign Exchange Market – functions, nature, trading, rate determination, currency convertibility , Movement of international workforce (Expatriation, Repatriation)

**Unit D**

**12**

Regional Integrations, Trading Blocks - EU, NAFTA, SAARC, ANDEAN PACT, MERCOSUR, ASEAN, APEC; Country Risk Analysis – How to assess Political, Social and Economic risks International Marketing –localization and glocalization

**Total: 60 Hours**

**Text Book**

1. Daniels, J. Radebaugh, L. and Sullivan, D.P. International Business Plus NEW MyManagementLab with Pearson eText -- Access Card Package, New Delhi, Pearson Education. Latest Edition.

## **References**

2. Hill, C.W.L. International Business. New York, McGraw Hill, Latest Edition.
3. Sundaram, A.K. and Black, J.S. International Business Environment, New Delhi, Prentice-Hall of India Pvt. Ltd., Latest Edition.
4. Wild and Wild International Business Plus NEW MyManagementLab with Pearson eText -- Access Card Package. New Delhi, Pearson Education. Latest Edition.

**Course Title: Management Information Systems****Course Code: MGT 515**

L	T	P	Credits
4	0	0	3

**Course Objective:**

After completion of course students will be able to know the role and importance of MIS in business today. Students will become well versed with modern IT infrastructures, Information systems and latest trends in networking. Learning will improve their decision making once they understand the usage of database management systems and securing information systems.

**Learning Outcomes:** After completion of course students will be able to know the role and importance of MIS in business today. Students will become well versed with modern IT infrastructures, Information systems and latest trends in networking. Learning will improve their decision making once they understand the usage of database management systems and securing information systems.

**Unit-A****15 hours**

Management Information System in a Digital firm, E-Business Enterprise: A digital firm, Strategic Management of Business process, Ethical Issues in Information system.

**Unit-B****16 hours**

IT infrastructures: Evolution of IT Infrastructure, Technology drivers of Infrastructure Evolution; Infrastructure Components: Computer Hardware Platforms, Operating System Platforms; Management Issues; Foundations of Business Intelligence: Traditional file Environment, Database Management Systems, Capabilities of Database Management Systems, Data warehouses and Data Mining, Databases and the web.

**Unit- C****14 hours**

Information security challenges in E-Enterprises; Enterprise Management Systems-ERP and its benefits, Supply Chain Management, Customer relationship management, EMS and MIS; Knowledge management systems.

**Unit- D****15 hours**

Decision making- Concepts and Processes, Organisational Decision making, MIS and Decision-Making; Decision Support systems: Types of Decision Support Systems; System Analysis and Design; Applications in Service Sector

**Total : 60 Hours****Text Book:**

1. Jawadekar W., Management Information Systems: Text and Cases. New Delhi: Tata Mcgraw Hill Education, Latest Edition

**Reference Books:**

1. Laudon, K.C and Laudon, J.P., Management Information systems: Managing the digital firm. New Delhi: Pearson Education. Latest Edition.
2. Jaiswal, M. and Mittal M., Management Information Systems. New Delhi: Oxford University Press. Latest Edition.

**Course Title: Management Science**  
**Course Code: MGT511A**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course is designed to introduce the students with various quantitative techniques which are of great importance for quantitative decision-making.

**Learning Outcomes:** At the end of the course a student should be able to handle the application of scientific methods, techniques and tools to problems involving the operations of a system so as to provide those in control of the system with optimum solution to the problem.

#### Unit – A

#### Hours

<b>Introduction to OR-</b> Introduction and history of OR, Operations research in India, Nature of Operations research, Definition of operation research, Features of OR, OR and management decision making, Limitation of OR, Types of OR models, Principles of OR modeling, Typical applications of OR/scope of OR, Phases and processes of OR study/ methodology of, operation research and Techniques/ tools of operations research	3
<b>Linear Programming: Problem Formulation and Graphical Method-</b> Linear programming problems, History of LP, Definitions of LP, Basic requirements, Terminology of LP, Basic assumptions of LP, General form of LP problem, Applications of LP methods, Administrative applications of LP, Solution procedure of LPP, Formulation of LPP, Merits of LPP, Limitations of LPP, Convex set, Graphic method of solving LPP, Unbounded problem, Infeasible problem, Multiple optimal solutions	3
<b>Simplex Method-</b> Introduction, Steps in the solution of LPP by simplex method, Minimization problem by Big M method/Penalty method, Rules for simplex method for minimization problem, Simplex problem (Mixed constraints), Special cases in applying the simplex method, Two phase simplex method	3

#### Unit – B

<b>Duality-</b> Concept of duality in LPP, Formulation of the dual problem, Rules for constructing the dual problem, Primal-Dual relationship, Interpreting the Primal-Dual relationship, -Dual of the Dual is Primal, -Dual Simplex, Steps in Dual Simplex	3
<b>Sensitivity Analysis-</b> Sensitivity analysis, Limitations of Sensitivity analysis	2
<b>Transportation Models-</b> Introduction, Terminology used in Transportation model, Basic assumptions of model, Tabular presentation of model, Optimal solution of Transportation problem, Methods for initial basic feasible solutions- NWCM, LCM, VAM, Optimality Tests- Stepping stone method,, Modified distribution method, Degeneracy in Transportation problem, Profit maximization in Transportation problem, Unbalanced Transportation problems, <b>Trans-shipment Problem</b>	5

### Unit – C

**Assignment Models-** Introduction, Mathematical Formulation, Hungarian method [Minimization case]/HAM, Steps to follow, Maximization case in Assignment Problems, **Travelling salesman Problems**, Un-balanced Assignment Problem, Air Crew assignment, Prohibited assignment/ Constrained assignment problem, LPP formulation of Assignment Problem **4**

**Queuing Theory-** Introduction, Features of Queuing system, Service system, Basic Notations, Queuing models- Probabilistic, Deterministic, Mixed **3**

**Inventory control-** Meaning, Inventory decisions, Types of Inventory, Factors affecting IC policy, Objectives of IC, Scope of IC, IC systems- Pand Q, Inventory Models-Deterministic models (EOQ), Price break approach, Safety stocks- factors and methods, Approaches to IC- ABC, VED etc **4**

### Unit – D

**Game Theory-** Introduction, Significance of Game theory, Essential features of Game theory, Limitations Game theory, Strategy and Types of strategy, The Maximin-Minimax principle, Saddle point, Types of problems-Games with pure strategies, Games with mixed strategies (8 methods), Limitations of Game theory **4**

**Network Analysis- PERT and CPM-** Introduction, History of PERT and CPM analysis, Objectives of Network Analysis, Applications of Network Model, Terminology or Concepts used, Errors in Network Logic, Rules to frame a Network, Fulkerson's Rule to numbering of events, Stages of project management, Activity Times and Critical Path Computation of Critical Path Slack and Float, PERT- Steps and computing variance, Merits and demerits of PERT, CPM- Time estimating and Limitations, Comparison between PERT and CPM, Project Cost analysis- Direct and indirect costs, The lowest cost schedule, Crashing of jobs, Allocation and Leveling of resources (through CPM) **6**

**Decision Theory-** Introduction, Components- Act, Event and Outcome, Types of decision making- Certainty, Risk, Uncertainty, Decision making under Risk, Decision making under Uncertainty, Decision Tree Diagram, Standard Symbol **5**

**45 Hours**

### Text Book

1. Vohra, N.D. Quantitative Techniques in Management. New Delhi: Tata McGraw-Hill, Latest Edition

### Reference Books:

2. Kalavathy, S. Operations Research. New Delhi: Vikas Publishing House, Latest Edition
3. Kapoor, V.K. Operations Research. New Delhi: Sultan Chand and Sons, Latest Edition
4. Paneerselvam, R. Operations Research. New Delhi: Prentice Hall of India, Latest Edition

**Course Title: Workshop on Organizational effectiveness**  
**Paper Code: MGT512A**

L	T	P	Credits
0	0	2	1

**Course Objective:** To familiarize the students with basic organizational processes to bring about organizational effectiveness and change

**Learning outcome:** Students will learn the fundamentals of organizational effectiveness and with the latest trends to be followed. They are able to understand the need of time to time change as required by the organization.

**Unit A** **7 Hours**

Concept of organizational climate, Impact of organizational climate, Developing sound organizational climate; organizational culture, Role of culture, functions of culture, learning culture

**Unit B** **8 Hours**

Concept of power, bases of power, power tactics politics, political implications of power, contemporary perspectives on leadership ñ charismatic, transactional, transformational perspectives ñ substitutes for leadership.

**Unit C** **7 Hours**

Conflict Intra personal-Inter personal, inter-group and organizational conflicts, Negotiation, inter- group behavior and collaboration, management of gender issues and cross cultural dynamics.

**Unit D** **8 Hours**

Concept of organizational change ñ change agents, resistance to change ñ approaches to managing organizational change, facilitating individual change. Need for O.D, OD intervention Techniques-Grid Management, Transactional Analysis, Sensitivity training ñ Process Consultancy. OD in India

**Text Book**

1. Luthans, F., Organizational Behavior. New York: McGraw-Hill, Latest Edition

**Reference books**

2. Robbins, S.P., Organizational Behavior: Concepts, Controversies, and Applications. Englewood Cliffs, N.J: Prentice Hall, Latest Edition
3. Weiss, J.W., Organizational Behavior and Change: Managing Diversity, Cross-Cultural Dynamics, and Ethics. Cincinnati, Ohio: South-Western College Pub, Latest Edition
4. Newstrom, J.W and Keith D., Organizational Behavior: Human Behavior at Work. New York: McGraw-Hill, Latest Edition



**Course Title: Strategic Management**  
**Course Code: MGT601**

L	T	P	Credits
4	0	0	3

**Course Objective:** To develop an understanding of fundamental concepts in strategic management: the role of the general manager, the levels and components of strategy, competitive analysis, and organizational evolution.

**Learning Outcomes:** The participants will develop essential skills and knowledge peculiar to general management. They will appreciate the inter-functional issues in organisation better after undergoing this course.

UNIT-A	Hours
• Introduction to Strategic Management and Business Policy	3
• Hierarchy of Strategic Intent	4
• Environmental Appraisal	4
• Organisational Appraisal	5
UNIT-B	
• Corporate-Level Strategies: Concentration, Integration, and Diversification	3
• Corporate-Level Strategies: Internationalization, Cooperation, and Digitalization	6
• Corporate-Level Strategies: Stability, Retrenchment and Restructuring	5
UNIT-C	
• Business-Level Strategies	4
• Strategic Analysis and Choice	7
• Activating Strategies	5
UNIT-D	
• Structural Implementations	3
• Behavioural Implementation	3
• Functional and Operational Implementation	5
• Strategic Evaluation and Control	4
<b>Total</b>	<b>60 Hours</b>

**Text Book:**

1. David R. F. Strategic Management: Concepts and Cases. New Delhi, PHI Learning, Latest Edition

**Reference Books:**

2. Pearce, J., Robinson, R. Mital , A. Strategic Management. New Delhi, Tata McGraw Hill, Latest Edition
3. Hill, C. and Jones, R. G. Strategic Management. Cengage Learning, Latest Edition.
4. Kazmi, A. Strategic Management. New Delhi, Tata Mc Graw Hill. Latest Edition

**Course Title: Business Legislations**  
**Course Code: MGT604**

L	T	P	Credits
4	0	0	3

**Course Objective:** This course aims to acquaint the students with legal environment and to build understanding of legal principles prevalent in business.

**Learning Outcomes:** After studying this course, students will be able to understand how individuals and companies are affected by legal business environment and learner will be equipped with abilities to handle business laws, apply such principles of these laws, and reflect on current legal issues.

#### **Unit - A**

- Indian Contract Act 1872: Classification and Essentials of Contracts **3 hour**
- Offer and Acceptance- Legal Rules as to Offer and Acceptance, Communication and Revocation of Offer and Acceptance **2 hour**
- Consideration- Meaning, Legal Rules as to Consideration, Meaning of Stranger to Contract, Contracts without Consideration. **2 hour**
- Capacity to Contract- Minors, Persons of Unsound Mind, Persons Disqualified by any Law. **2 hour**
- Free Consent- Meaning of Free Consent, Coercion, Undue Influence, Misrepresentation, Fraud and Mistake. **4 hour**
- Legality of Object and Consideration. **2 hour**

#### **Unit – B**

- Performance -Meaning, Offer to Perform, Effect of Refusal of a Party to Perform a Contract, Contracts which need not to Perform, By Whom must Contracts be Performed, Who can Demand Performance, Time and Place of Performance. **4 hour**
- Bailment- Meaning, Classification of Bailment, Rights and Duties of Bailor and Bailee. **3 hour**
- Discharge of Contract- Meaning, Discharge by Performance, Consent, Impossibility, Laps of Time, Operation of Law, Breach of Contract. **4 hour**
- Remedies for Breach of Contract- Rescission of the Contract, Suit for Damages, Suit upon Quantum Merit, Suit for Specific Performance of the Contract, Suit for Injunction. **4 hour**

#### **Unit – C**

- Indemnity and Guarantee- Meaning of Contracts of Indemnity and Guarantee, Kinds of Guarantee, Difference between Indemnity and Guarantee, Rights and Liabilities of Surety and Discharge of Surety. **5 hour**

- Sales of Goods Act- Essentials of Contract of Sale, Distinction between Sale and Agreement to Sale, Classification of Goods, Effect of Destruction of Goods. **3 hours**
- Conditions and Warranties- Meaning and Difference between Conditions and Warranties, Express and Implied Conditions and Warranties, Caveat Emptor **4 hours**
- Unpaid seller- Definition, Rights of Unpaid Seller against the Goods and Buyer Personally. **3 hour**

#### **Unit – D**

- Agency- Definition of Agent and Principal, Test of Agency, Type of Agents, Creation and Termination of Agency **4 hour**
  - Indian Partnership Act, 1932- Definition, Law of Partnership- Duration of Partnership, Registration of Firms, Difference between Dissolution of Firm and Dissolution of Partnership, Dissolution of Firm, Definition of Limited Liability Partnership (LLP) **5 hour**
  - Negotiable Instruments Act, 1881- Meaning, Characteristics and Types of Negotiable Instruments. Meaning and Essential Elements of Promissory Notes, Bill of Exchange and Cheques, Crossing of Cheques, Parties to Negotiable Instruments, Meaning of Negotiation, Endorsement, Kinds of Endorsement **6 hour**
- 60 hours**

#### **Text Book:**

1. Mathur, Satish. Business Law, Tata McGraw Hill Education.

#### **Reference books:**

2. Kumar, R. Legal Aspects of Business, Cengage Learning.
3. Pathak, A. Legal Aspects of Business, Tata McGraw Hill Education.
4. 3. Tulsian, P.C. Business Law, Tata McGraw Hill Education.

**Course Title: Business Analytics**  
**Paper Code: MGT610**

L	T	P	Credits
2	0	2	3

**Course Objective:**

To learn how data analysts describe, predict, and inform business decisions in the specific areas of marketing, human resources, finance, and operations, and develop basic data literacy and an analytic mind-set that will help you make strategic decisions based on data.

**Learning outcome:** Apply your skills to interpret a real-world data set and make appropriate business recommendations.

**Unit A (15 Hours)**

**Financial Analytics-** Explore financial statement data and non-financial metrics and link them to financial performance to assess financial performance of business and to forecast likely future financial scenarios. Deploying financial data for delivering insight in other business areas like consumer behaviour predictions, corporate strategy, risk management, optimization, and more. Understand how financial data and non-financial data interact to forecast events, optimize operations, and determine strategy, Making better business decisions about the emerging roles of accounting analytics, Applying financial analytics to make business decisions and create strategy using financial data.

**Unit B (15 Hours)**

**Customer Analytics-** Overview of key areas of customer analytics: descriptive analytics, predictive analytics, prescriptive analytics, and their application to real-world business practices Major methods of customer data collection used by companies and understand how this data can inform business decisions. Tools to predict customer behaviour and identify the appropriate uses for each tool. Communicate key ideas about customer analytics, the history of customer analytics and latest best practices at top firms

**Unit C (15 Hours)**

**People Analytic-** Creating a data-driven approach to managing people at work. Making decisions about people based on deep analysis of data rather than the traditional methods of personal relationships, decision making based on experience, and risk avoidance. Exploring the state-of-the-art techniques used to recruit and retain great people, and demonstrate how these techniques are used at cutting-edge companies. Introduction to the theory of people analytics,

**Operation Analytics-** Improvements in data-collecting technologies, using data to profitably match supply with demand in various business settings. Modelling the future demand uncertainties and predicting the outcomes of competing policy choices and how to choose the best course of action in the face of risk. Introducing frameworks and ideas that provide insights into a spectrum of real-worldbusiness challenges and tackling these challenges quantitatively

**Unit D (15 Hours)**

**Business Analytics Capstone Project,** applying learning's to make data-driven decisions to a real business challenge faced by global technology companies Understanding cutting-edge techniques to use data to optimize marketing, maximize revenue, make operations efficient, and

make hiring and management decisions for businesses

#### Text Book

1. Business Intelligence for dummies- Swain Scheps (2019 edition)
2. Business Analytics- James R. Evans- Pearson 3<sup>rd</sup> edition

#### Reference Books

1. Too Big to Ignore: The Business Case for Big Data by award -winning author P. Simon
2. Performance Marketing with Google Analytics by Sebastian Tonkin, Caleb Whitmore & Justin Cutroni
3. Ten Signs of Data Science Maturity by Peter Guerra and Kirk Borne

**Course Title: Project Management**  
**Paper Code: MGT611**

L	T	P	Credits
3	0	0	3

**Course Objective:** Project management has been proven to be the most effective method of delivering products within cost, schedule, and resource constraints. The course will teach you ways to get projects completed on time and on budget while giving the user the product they expect. Working knowledge of the basics of project management and be able to immediately use that knowledge to effectively manage work projects.

**Learning outcome:** Identify and manage the product scope, build a work breakdown structure, create a project plan, create the project budget, define and allocate resources, manage the project development, identify and manage risks, and understand the project procurement process.

## **Syllabus**

### **Unit A (15 Hours)**

Foundational Elements of Projects: Projects, Importance, Relationship of Projects, Program, Portfolio and Operations Management.

The environment in which projects operate: Enterprise Environmental factors, Organisational Process assets and systems

The role of the project manager: Sphere of Influence, Competencies, Performing Integration.

### **Unit B (15 Hours)**

Project integration management: Developing project charter, Management plan, project work and knowledge, Monitoring, controlling, Integrating and closing project

Project scope management: Planning, requirements, Scope, Creating WBS and validating

Project schedule management: Planning, Defining, sequencing, estimating durations, scheduling.

### **Unit C (15 Hours)**

Project cost management: Planning, Estimating cost, Budgeting and controlling cost.

Project quality management: Planning, Managing and Controlling

Project resource management: Planning, Estimating, acquiring resources, Developing and managing teams

Project communications management: Plan, Manage and Monitor

### **Unit D (15 Hours)**

Project risk management: Identifying risks, Risk analysis, Risk responses and monitoring risks

Project procurement management: Planning, conducting and controlling procurements

Project stakeholder management: Identification and engagement of stakeholders.

## **Text Book**

A Guide to the Project Management Body of Knowledge: PMBOK® Guide, PMI Sixth Edition-2017

## Reference Books

1. Parasanna Chandra, Projects: Tata McGraw Hill, 9<sup>th</sup> Edition 2019
2. Gregory Horine, Project Management Absolute Beginner's Guide, 4<sup>th</sup> Edition 2017
3. Paul Roberts, Guide to Project Management: Getting it right and achieving lasting benefit, Edition 2013
4. Stephen Barker and Rob Cole, Brilliant Project Management: What the best project managers know, do, and say. 3<sup>rd</sup> Edition 2014
5. Author Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 12<sup>th</sup> Edition 2017



## **ELECTIVE GROUPS**

## **GROUP (A) Marketing**

**Course Title: Consumer Behaviour**  
**Course Code: MGT621**

L	T	P	Credits
3	1	0	3

**Course Objective:** Based on the understanding of consumer behaviour, the students are expected to design the strategy. The objective of this course is to acquaint the students with various factors effecting consumer behaviour and to help them understand the process of consumer buying.

**Learning Outcome:** Students will learn the basics to judge the consumer perception and consumer buying behaviour which in turn will enhance their decision making ability.

**Unit- A**

**11 hours**

Introduction to Consumer Behaviour: Consumer Culture, Consumer Behaviour, Consumer and society, Market Segmentation: meaning and bases of segmentation, criteria for effective targeting, implementing segmentation strategies, Individual Determinants of Consumer Behaviour: Personality: Theories, Product Personality, Self, Self image, Vanity

**Unit- B**

**12 hours**

Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Perceived Risk, Consumer Learning: Elements of learning, Behavioural and Cognitive Learning Theories, Consumer Attitude: Functions of Attitude, Attitude Theories: Tricomponent, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies

**Unit- C**

**11 hours**

External Influences on Consumer Behaviour: Group behaviour: Meaning and types of group, Influence of Reference Groups, group appeals, Family: Functions of family, Family decision making, Family Life Cycle, Culture: Values and Norms, Characteristics and Affect on Consumer Behaviour, Types of sub culture, Cross cultural consumer, Social Class: Categories, Measurement and Applications of Social Class

**Unit- D**

**11 hours**

Consumer Research: Introduction, process, types. Consumption and Post purchase behaviour: Level of consumer decision making, model of consumer decision making, Type of purchase decisions, Consumer satisfaction, and Customer loyalty.

**Total Time: 45 hours**

**Text Books:**

1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education
2. Kumar, Dinesh., 'Consumer Behaviour', Oxford University Press

**Reference Books:**

1. Loudon, D. and Bitta, D., 'Consumer Behaviour', Tata McGraw Hill
2. Assael, H., 'Consumer Behaviour in Action', Cengage Learning
3. Blackwell, R.D., Miniard, P.W. and Engel, J.F., 'Consumer Behaviour', Cengage Learning

**Course Title: Sales and Distribution Management**  
**Course Code: MGT622**

L	T	P	Credits
3	1	0	3

**Course Objective:** The objective of this course is make students proficient in selling skills, sales and distribution management

**Learning Outcomes:** After the course, student will be able to understand and apply the concepts of sales and distribution management in real business scenario

	Hours
<b>Unit – A</b>	
Introduction to sales management, The selling process, Sales organization, Management of sales territory, Management of sales quota	15
<b>Unit- B</b>	
Recruitment and selection of the sales force, Training the sales force, Sales force motivation, Sales force compensation, Sales force control, Evaluation of sales force	15
<b>Unit-C</b>	
Introduction to distribution channel management, Designing Customer-oriented marketing channels, Customer-oriented logistics management	15
<b>Unit –D</b>	
Managing Channel member behaviour, Managing Wholesalers and Franchisees, Retail Management	15

**Reference Books:**

1. Panda, T.K. and Sahadev, S., Sales and Distribution Management, New Delhi, Oxford University Press, Latest Edition
2. Havaladar, K., Sales and Distribution Management, New Delhi, Tata Mcgraw Hill, Latest Edition

**Course Title: Marketing Research**  
**Course Code: MGT623**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course is designed to introduce the students to marketing research and its application.

**Learning Outcomes:** At the end of the course a student should be able to formulate a marketing problem; decide how to sample and collect data; how many data elements; how to analyse data by using computerized softwares; which tools and methods to apply and how to write a report.

#### **Unit – A**

#### **Hours**

**Introduction to Marketing Research:** Meaning of marketing research, Objectives of marketing research, Types, Research Approaches, Significance of Research, marketing research Process, Criteria of Good Research, Problems Encountered by Researchers in India.

**2**

**Defining the Marketing Research Problem:** What is a Research Problem?, Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem

**1**

**Research Design:** Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs, factors affecting RDs, Relation among RDs, Developing a Research Plan.

**2**

#### **Unit – B**

**Sampling design and Procedures:** Sample or Census, The Sampling Design Process, A Classification of Sampling Techniques, Choosing Nonprobability Versus Probability Sampling, Uses of Nonprobability Versus Probability Sampling.

**2**

**Measurement and Scaling:** Non-comparative Scaling Techniques, Continuous Rating Scale, Itemized Rating Scale, Non-comparative Itemized Rating Scale Decisions, Multi-item Scales, Scale Evaluation, Choosing a Scaling Technique.

**3**

**Methods of Data Collection:** Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Some Other Methods of Data Collection, Collection of Secondary Data, Selection of Appropriate Method for Data Collection.

**3**

**Questionnaire and form design:** questionnaire and observation forms, questionnaire design process.

**2**

## Unit – C

<b>Data preparation:</b> editing, coding, transcribing	1
<b>Data analysis:</b> tests of significance based on t, f and z distribution and chi-square test; cross tabulation	3
<b>Multiple Regression:</b> Overview of Multiple Regression, Statistics Associated with Multiple Regression, Conducting Multiple Regression, Stepwise Regression, Multicollinearity	3
<b>Discriminant Analysis:</b> Discriminant Analysis Model, Statistics Associated with Discriminant Analysis, Conducting Discriminant Analysis	4
<b>Conjoint Analysis:</b> Basic Concepts in Conjoint Analysis, Statistics Associated with Conjoint Analysis, Conducting Conjoint Analysis, Assumptions and Limitations of Conjoint Analysis, Hybrid Conjoint Analysis	4

## Unit – D

<b>Multi Dimensional Scaling:</b> Basic Concepts in Multidimensional Scaling (MDS), Statistics Associated with MDS, Conducting Multidimensional Scaling, Selecting an MDS Procedure, Deciding on the Number of Dimensions, Labeling the Dimensions and Interpreting the Configuration, Assessing Reliability and Validity, Assumptions and Limitations of MDS, Scaling Preference Data	3
<b>Correspondence Analysis,</b> Relationship between MDS, FA, and DA.	2
<b>Factor Analysis:</b> Factor Analysis Model, Statistics Associated with Factor Analysis, Conducting Factor Analysis, Applications of Common Factor Analysis	3
<b>Cluster Analysis:</b> Statistics Associated with Cluster Analysis, Conducting Cluster Analysis, Applications of Non-hierarchical Clustering, Clustering Variables.	5
<b>Research Report Writing:</b> Contents of Report, Executive Summary, Bibliography format. Presentation of Report.	2

**45 Hours**

## Reference Books:

1. Malhotra, N. Marketing Research: An Applied Orientation, Upper Saddle River, NJ: Prentice Hall, Latest Edition
2. Proctor, T. Essentials of Marketing Research. Harlow, England: Financial Times, Latest Edition
3. Aaker, David A, V Kumar, and George S. Day, Marketing Research. New York: Wiley, Latest Edition

**Course Title: Product and Brand Management**  
**Paper Code: MGT624**

L	T	P	Credits
3	1	0	3

**Course Objectives:** To help the student understand the concept of products and brand. It fundamentally makes them understand why organizations increase or decrease the number of products they offer. Similarly how a product transforms and creates emotions making it a brand.

**Learning Outcome:** Students will learn the fundamentals and the contemporary issues related in the product and brand management. They will be well versed with the all the tools and techniques of branding and can manage and bring new innovations to the process of branding which is highly required for the growth of the organizations.

Unit A (10 hours)

Product Management meaning and objectives- Define Product, Levels and Classification of Products, Factors influencing design of the Product, Product Hierarchy, Product Mix decisions- Product Line, Product Length, Product Width, Product Depth and Consistency.

Unit B (10 hours)

Product planning and development- Customer Analysis, Competitor Analysis, New Product Development process, Product strategy over the Lifecycle, Product Differentiation and Positioning Strategies, Product Strategies for Leaders, Challengers and Followers;

Unit C (15 hours)

Brand Management- What is a Brand- Why branding, scope of Branding, Branding Challenges and Opportunities, Product Vs Brands, Brand Equity concept, Strategic Brand Management Process, Brand Positioning and Brand Resonance Model, Defining and Establishing Brand Values, Brand Elements and Brand Leveraging.

Unit D (10 hours)

Brand development- Understanding Brand Equity Measurement System and Brand Equity Management System, Brand Portfolio and Hierarchy, Brand Rejuvenation, Re-launch, Rebranding and Repositioning, Brand Extension- Managing brand over time,

Reference Books

- *Keller, Kevin Lane, Strategic Brand Management, Pearson Education*
- *Kotler, Keller, Marketing Management, Pearson Education*
- *S. A. Chunawalla, Product Management, Himalaya Publishing House*
- *Tapan K. Panda, Product and Brand Management, Oxford University Press.*

**Course Title: Integrated Marketing Communications**  
**Course Code: MGT625**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course aims at making participants understand concepts, philosophies, processes and techniques of integrated marketing communications.

**Learning Outcomes:** At the end of the course a students should be able to develop a basic integrated marketing communications plan for target markets and use of the marketing communications mix.

**Unit – A**

**Hours**

Challenges and Opportunities of Promotions Career, Introduction of Integrated Marketing Communication: Introduction, IMC as integral part of marketing mix, Understanding Consumer Behavior, Understanding Communications Process

**15**

**Unit B**

**Advertising:** Advertising Research and Strategy, Finding the Big Idea, Creative Execution in Advertising, Creative Execution and design in Print, Creative Execution on Broadcast

**10**

**Unit – C**

**Managing Other Promotional Tools:** Sales Promotion, Direct Marketing, Public Relations and Publicity, Communication in the New Age : Online and Mobile Media

**10**

**Unit – D**

**Media Planning and Strategy:** Broadcast Media, Developing Media Plan, Promotion Objectives and Budget Determination, Measuring IMC Performance

**10**

**45 Hours**

**Reference Books:**

1. Shah Kruti, Advertising and Integrated Marketing Communication, Tata McGraw-Hill, New Delhi, Latest Edition.
2. Schultz, Don E, and Heidi F. Schultz. Imc, the Next Generation: Five Steps for Delivering Value and Measuring Returns Using Marketing Communication. New York: McGraw-Hill, Latest Edition.
3. Duncan, Tom, and Tom Duncan. Principles of Advertising and Imc. Chicago, IL: McGraw-Hill/Irwin, Latest Edition.
4. Dahlén, Micael, Fredrik Lange, and Terry Smith. Marketing Communications: A Brand, Narrative Approach. Chichester, U.K: Wiley, Latest Edition.
5. Belch, George E, and Michael A. Belch. Advertising and Promotion: An Integrated Marketing Communications Perspective. New York: McGraw-Hill/Irwin, Latest Edition.
6. Murthy, S N, and U Bhojanna. Advertising: An Imc Perspective. New Delhi: Excel Books, Latest Edition.
7. Clow, Kenneth E, and Donald Baack. Integrated Advertising, Promotion and Marketing Communications. Upper Saddle River, N.J: Pearson Prentice Hall, Latest Edition.
8. Aaker, David A, Rajeev Batra, and John G. Myers. Advertising Management. Englewood Cliffs, N.J: Prentice Hall, Latest Edition.
9. Gaur, Sanjaya S, and Sanjay V. Saggere. Event Marketing and Management. New Dehli: Vikas Pub. House, Latest Edition.
- 10.



**Course Title: Marketing of Services**  
**Course Code: MGT661**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course aims at imparting the skills of marketing of services, to understand the importance and role of services in the total marketing concept and to have an understanding about the conceptual issues in service marketing.

**Learning Outcomes:** At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional service marketing environments; research, define and evaluate markets for given services; specify services rigorously, match them with corresponding markets, and outline appropriate marketing strategies.

### Unit – A

**Introduction to Services:** meaning, importance, growth and characteristics of services, difference between goods and services, challenges for service marketers, Services marketing mix **4 hour**

**The gaps model of service quality:** the customer gap, the provider gaps, closing the gaps, **Consumer behaviour in services:** consumer choice, service purchase, consumer experience, evaluation, **customer expectations of service:** meaning and type of service expectations, zone of tolerance, factors influencing expectations, various issues of service expectations, **customer perceptions of service:** customer satisfaction, service quality, service encounters. **6 hour**

**Building customer relationships:** relationship marketing, value of customer, relationship development strategies, relationship challenges **3 hour**

### Unit – B

**Service recovery:** the recovery paradox, customer's response to service failure, customer's recovery expectations, recovery strategies, service guarantees. **5 hours**

**Service development and design:** new service development, types of new services, stages in new service development, service blueprinting, **6 hours**

**Physical evidence and servicescape:** Physical evidence, types and roles of servicescape, framework for understanding servicescape, environmental dimensions of the servicescape, and guidelines for physical evidence strategy. **4 hours**

### Unit – C

**Employees' role in service delivery:** service culture, critical importance of service employees, boundary-spanning roles, strategies for delivering service quality through people, customer-oriented service delivery **5 hour**

**Customers' roles in service delivery:** importance of customer in service delivery, customers' roles, self-service technologies- the ultimate in customer participation, strategies for enhancing customer participation, **5 hours**

recruit, educate and reward customers, manage the customer-mix.

#### **Unit – D**

**Integrated services marketing communications:** need for coordination in marketing communication, key reasons for service communication, four categories of strategies to match service promises with delivery **3 hours**

**Pricing of services:** three key ways that service prices are different for consumers. approaches to pricing services, pricing strategies that link to the four value definition, **4 hours**

**45 hours**

#### **Reference Books:**

1. Zeithmal A Valarie and Bitner Mary, Services Marketing, Tata McGraw Hill, New Delhi.
2. Adrian Paye: The Essence of Services Marketing, Prentice Hall India.
3. Sanjay P. Palankar: Services Marketing, Himalaya Publishing House.
4. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee: Services Marketing: People, Technology, Strategy, Pearson Education.
5. K. Rama Mohana Rao: Services Marketing, Pearson Education.
6. J.N. Jain and P.P. Singh: Modern Marketing of Services-Principles and Techniques, Regal Publications.
7. Deepak Bhandari and Amit Sharma: Marketing of Services, Vrinda Publications.
8. Bidhi Chand: Marketing of Services, Rawat Publications.
9. Nimit Chowdhary and M. Chowdhary: Textbook of Marketing of Services, MacMillan India.

**Course Title: Retail Management****Course Code: MGT662**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course is designed to give in-depth understanding of all aspects of retail business. This course provides an understanding of retailing as an economic and social process.

**Learning Outcomes:** At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional retail environments; research, define and evaluate retail for given products and product ideas, and services; specify products rigorously, match them with corresponding markets, and outline appropriate retailing strategies.

**Unit – A****Hours**

**Retailing Environment:** An overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers.

**4**

**Ethical and Security Issues in retailing,** Retailing in other countries, opportunity in Retailing, multichannel retailing.

**5****Unit – B**

**Strategic Retail Planning:** Strategic Retail Planning Process; Understanding the Retail Customer; Delivery value through retail formats; Role of Customer services and Relationship Marketing in Retail,

**5**

**Retail location and Site decision.** Retail buying. Retail Market Segmentation, Evaluating Areas for location.

**6****Unit – C**

**Retail Mix:** Product Merchandise; Pricing decisions in retailing; Promotion and Communication Mix in Retail and Multi-channel retailing, managing retail services; Category management.

**6**

**Merchandise management process** overview, considerations in setting up retail prices; Store design objectives.

**5****Unit – D**

**Retail Operations:** Supply chain management and vendor relation's role in Retail; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path.

**6**

**Store operations - size and place allocation,** Store Maintenance, Inventory Management; FDI in Retailing.

**8****45 Hours****Reference Books:**

1. Berman, B.R. and Evans, J.R.. Retail Management, New Jersey, Prentice Hall, Latest Edition
2. Levy, M. and Wertz, B. A., Retailing Management. USA, McGraw Hill/Irwin, Latest Edition
3. Dunne,P.M, Lusch, R.F. and Carver, J.R., Retailing. Mason, OH, South Western Cengage Learning, Latest Edition.
4. Bajaj, C., Tuli R., Srivastava, N. Retail Management, New Delhi, Oxford University Press, Latest Edition
5. Pradhan, S. Retailing Management, New Delhi, Tata McGraw Hill, Latest Edition.
6. Varley, R. and Rafiq M., Principles of Retail Management. Basingstoke, Houndmills, Palgrave Macmillan, Latest Edition

**Course Title: Industrial and Rural Marketing**  
**Course Code: MGT663**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course aims at imparting the knowledge about industrial marketing and also to orient students to the realities of rural marketing in India.

**Learning Outcomes:** It would enable the learners to understand application of marketing strategies in industrial and rural markets.

#### **Unit – A**

#### **Hours**

**Introduction to Industrial Marketing:** Definition of Industrial and Consumer Product, Basis of Classification, Difference between Industrial and Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process.

**6**

**Purchasing Organization:** Structure / Functions, Commercial Enterprises - Government / Institutional Markets Industrial Buying Process.

**4**

#### **Unit – B**

**Marketing Strategies:** Buying Situation Analysis with Marketing, Buying Motivations of Organizational Buyers Rational / Emotional Motives, Purchaser's Evaluation of Potential Suppliers, Environmental Influences on Organizational Buying.

**5**

**Segmenting the Industrial Market,** Targeting and Positioning.

**3**

**New Industrial Product Development,** Managing Business Marketing Channels, Industrial Pricing Process, Industrial Advertising, Managing Industrial Personal Selling Function.

**6**

#### **Unit – C**

**Introduction to Rural Marketing:** Definition, Concept, Scope, Nature, Size and Nature of Indian Rural Markets Rural Demand, Buying Characteristics, Decision Process, Behaviour and Evaluation.

**5**

**Segmenting the Rural Market,** Targeting and Positioning.

**3**

**Product Strategy:** Significance, concepts and product mix decisions, Pricing Strategy: Objectives, Policies and Strategies.

**4**

#### **Unit – D**

**Promotion Strategies:** Advertising, Sales Promotion, Communication in Rural Marketing - Language and Culture Distribution Strategies for rural Marketing and channels of distribution.

**4**

**Role of Co-operative,** Government, Financial Institutions, Public sector undertakings, Regulated markets and Public distribution systems, Intervention of IT in Rural Markets.

**5**

**45 Hours**

**Reference Books:**

1. Havaladar, Krishna K., Industrial Marketing: Text and Cases. New Delhi: Tata McGraw-Hill, Latest Edition
2. Cherunilam, F., Industrial Marketing: Text and Cases. New Delhi: Himalaya Pub. House, Latest Edition
3. Reeder, Robert R, Edward G. Brierty, and Betty H. Reeder. Industrial Marketing: Analysis, Planning, and Control. Englewood Cliffs, N.J: Prentice Hall, Latest Edition
4. Mukerjee, Hory S. Industrial Marketing. New Delhi: Excel Books, Latest Edition
5. Gopalaswamy, T P. Rural Marketing: Environment, Problems and Strategies. Allahabad, India: Wheeler Pub, Latest Edition
6. Krishnamacharyulu, C S. G, and Lalitha Ramakrishnan. Rural Marketing: Text and Cases. New Delhi, India: Pearson Education/Dorling Kindersley, Latest Edition
7. Dogra, Balram, and Karminder Ghuman. Rural Marketing: Concepts and Practices. New Delhi: Tata McGraw Hill, Latest Edition

**Course Title: E-Business**  
**Course Code: MGT664A**

L	T	P	Credits
0	0	4	3

**Course Objective:** The course is designed to introduce the students with the importance and techniques used in E-business and also give knowledge of technology in E-business by highlighting its core application areas.

**Learning Outcomes:** At the end of the course a student should be able to use electronic commerce, electronic payment systems, and digital marketing

**Unit – A**

**Hours**

**Marketing in the Digital world**

E-marketing, Online marketing mix, The online consumer, CRM in a Web 2.0 world

**10**

**Unit – B**

**Business Drivers in the Virtual World**

Creating E-business Plan, Design and Development of Business Website, Social Media, Online Branding, Traffic Building, Web Business Models, E-commerce

**15**

**Unit – C**

**Online Tools for Marketing**

Engagement Marketing through Content Management, Online Campaign Management, STP Using Online Tools, Market Influence Analytics in Digital Ecosystem, Online Communities and Co-creation, The World of Facebook

**15**

**Unit – D**

**Issues in E-business**

Online Security, Online Payment Systems, Implementing E-Business Initiatives

**5**

**Total**

**45**

**Reference Books:**

1. Schneider Gary, E-Marketing, Cengage Learning, Latest Edition
2. Kulkarni Parag, Jahirabadkar and Chande Pradip, E-Business, Oxford University Press, Latest Edition
- 3 Ahuja Vandana, Digital Marketing, Oxford University Press, Latest Edition

**Course Title: Marketing for Non Profit Organisations**  
**Course Code: MGT613**

L	T	P	Credits
3	1	0	3

**Course Objective:** Students will learn the marketing need and societal issues related to non-profit organisations .

**Learning Outcomes:** After studying this course, students will be able to understand and apply the marketing practices applicable to the non-profit sector.

Unit – A (Introduction to Marketing)	Hours
• Scope and Challenges of Non-profit Sector	2
• Development of Non-profit Sector	2
• Developing a Societal and Market Orientation	3
<b>Unit- B (Marketing Planning)</b>	
• Marketing Planning: The Operating Environment and Marketing Audit	
• Marketing Research	3
• Marketing Objectives and Strategy	3
• Branding	3
• Marketing Programmes and Services: The Operational Mix	3
<b>Unit- C (Specific Applications)</b>	
• Social Marketing: the Marketing of Ideas	4
• Fundraising	3
• Arts Marketing	3
• Marketing in Higher Education	3
<b>Unit- D (Other Applications )</b>	
• Healthcare Marketing	4
• Social Entrepreneurship	3
• Volunteer Support and Management	3
• Public Sector Marketing	3
	<b>45 Hours</b>

**Text Book:**

1. Sargeant, A. Marketing Management for Nonprofit Organizations, New Delhi: Oxford, Latest Edition

**Reference Books:**

1. Neumann, C ; Kedra, M. and Scharfschwerdt, R. Marketing for Non-Profit Organisations, Grin Verlag, Latest Edition
2. Kotler, P.R. and Andreasen, A.R. Strategic Marketing for non-profit Organisations, Pearson, Latest Edition

**Course Title : Workshop on Digital Marketing**  
**Course Code: MGT998**

L	T	P	Cr
0	0	4	3

**Course Objective :** The objective of this workshop is to train students in proficient use of blogging, Search engine optimization and search engine marketing

**Concepts to be covered through the practicals in the computer laboratory**

- Creating a Buyer Persona
- Identifying USP
- Conducting Online survey
- Building a Blog/ Website
- Copywriting for digital media
- Search Engine Optimization
- Creating Advertisements on Google Adwords
- Analyzing data through Google Analytics

**Reference Book :**

Dodson, Ian. *The art of digital marketing*. Wiley, 2016.



**Course Title : Workshop on Social Media Marketing**  
**Course Code: MGT997**

L	T	P	Cr
0	0	4	3

**Course Objective :** The objective of this workshop is to train students in proficient use of various social media channels and ways to market through these channels

**Concepts to be covered through the practicals in the computer laboratory**

- Marketing through Youtube
- Facebook Marketing
- Marketing through Instagram
- Twitter Marketing
- Quora Marketing
- Marketing through LinkedIn
- Marketing through Whatsapp
- Email Marketing

**Reference Book :**

Singh, Shiv, and Stephanie Diamond. *Social media marketing for dummies*. John Wiley & Sons, 2012.

## **GROUP (B) Finance**

**Course Title: Security Analysis and Portfolio Management**  
**Course Code: MGT626**

L	T	P	Credits
3	1	0	3

**Course Objective:** To acquaint the students with the working of security market and principles of security analysis so as to be able to judge the competitive position of firm in capital market to support investment decisions

**Learning Outcomes:** After the completion of the course Students will be able to understand and invest in stock Market.

<b>Unit-A The Investment Environment</b>	<b>Hours</b>
<ul style="list-style-type: none"> <li>The investment decision process, Types of Investments, Investment attributes, Investment Vs speculation</li> </ul>	3
<ul style="list-style-type: none"> <li>Securities Market: Participants in securities market, Role and regulation of primary market, Modes and methods of floating new issues</li> </ul>	5
<ul style="list-style-type: none"> <li>Secondary Market : Introduction to stock exchanges in India, Regulators, Trading and settlement Mechanism, Types of orders, Stock market indices</li> </ul>	5
<b>Unit-B Security Analysis (Fundamental And Technical Analysis)</b>	
<ul style="list-style-type: none"> <li>Risk and Return: Concepts of risk and return, Measurement of risk: standard deviation and variance, the relationship between risk and return</li> </ul>	2
<ul style="list-style-type: none"> <li>Fundamental Analysis: Economy analysis, Industry analysis and Company Analysis - Analysis of Financial statements, Weaknesses of fundamental analysis</li> </ul>	4
<ul style="list-style-type: none"> <li>Technical Analysis: Introduction, Principles, Difference from fundamental analysis, Basic Tenets of Dow Theory, Critical Appraisal of Dow theory,</li> </ul>	4
<ul style="list-style-type: none"> <li>Different Types of charts, Chart patterns</li> </ul>	2
<b>Unit-C Portfolio Management</b>	
<ul style="list-style-type: none"> <li>Efficient Market Hypothesis and Behavioural Finance</li> </ul>	3
<ul style="list-style-type: none"> <li>Portfolio Construction</li> </ul>	2
<ul style="list-style-type: none"> <li>Portfolio Markowitz Model (Mean Variance Analysis)</li> </ul>	2
<ul style="list-style-type: none"> <li>The Sharpe Single Index Model</li> </ul>	2
<b>Unit- D Portfolio Theories</b>	
<ul style="list-style-type: none"> <li>Capital Asset Pricing Model - assumptions of CAPM; Inputs required for applying CAPM, Limitations of this Model</li> </ul>	3
<ul style="list-style-type: none"> <li>Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model.</li> </ul>	3
<ul style="list-style-type: none"> <li>Portfolio Evaluation</li> </ul>	3

- Portfolio Revision

2

**45 Hours**

**Text Book:**

1. Chandra, P. Investment Analysis and Portfolio Management. New Delhi: Tata McGraw-Hill Education, Latest Edition

**Reference Books:**

1. Bodie, Z., Alex K., and Alan J. M. Investments. Boston, Mass: McGraw-Hill Irwin, Latest Edition
2. Fischer, Donald E., and Ronald J. Jordan. Security Analysis and Portfolio Management. Englewood Cliffs, N.J: Prentice-Hall, Latest Edition
3. Reilly, Frank K. Investment Analysis and Portfolio Management. Chicago: Dryden Press, 2007. Latest Edition

**Course Title: Management of Financial Services**  
**Course Code: MGT627**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course aims at explaining the working and peculiarities of Indian financial system and institutions constituting the financial system. It also deals with different types of markets associated with a variety of financial instruments.

**Learning Outcomes:** After studying this course students will be able to understand and analyse different financial instruments as per requirement of the business unit.

Unit – A	Hours
<ul style="list-style-type: none"><li>• Non Banking Financial Companies</li><li>• Theoretical and Regulatory framework of Leasing</li><li>• Hire Purchase Finance and Consumer Credit</li><li>• Factoring and Forfaiting</li></ul>	11
<b>Unit- B</b>	
<ul style="list-style-type: none"><li>• Bills Discounting</li><li>• Housing Finance</li><li>• Insurance Services and Products</li></ul>	12
<b>Unit- C</b>	
<ul style="list-style-type: none"><li>• Venture Capital Financing</li><li>• Banking Products and services</li><li>• Mutual funds: Services and Products.</li></ul>	11
<b>Unit- D</b>	
<ul style="list-style-type: none"><li>• Issue Management: Intermediaries and Activities/Procedures</li><li>• Corporate Restructuring</li><li>• Credit Rating</li></ul>	11
	<b>45 Hours</b>

**Text Book:**

1. Khan, M Y. Financial Services. New Delhi: Tata McGraw Hill, Latest Edition

**Reference books:**

1. Bhole, L.M. Financial Institutions and Markets. Victoria: Tata McGraw- Hill, Latest Edition

**Course Title: Strategic Financial Management**  
**Course Code: MGT628**

L	T	P	Credits
3	1	0	3

**Course Objective:** This course introduces the students to the valuation of securities and company, it will also help students to understand and apply strategic and tactical financing decision making at corporate level.

**Learning Outcomes:** After studying this course students will be able to understand how companies are valued and affected by strategic and tactical financing decisions.

Unit – A	Hours
<b>(Introduction to Strategic Financial Management and Corporate Valuation)</b>	
• An Overview of Financial Management	3
• An Overview of Financial Environment	1
• Corporate Valuation	3
• Value-Based Management	2
• Corporate Governance	1
<b>Unit- B (Securities and Their Valuation)</b>	
• Bonds and Their Valuation	2
• Stocks and Their Valuation	3
• Financial Options	2
• Valuation of Financial Options	3
<b>Unit- C (Strategic and Tactical Financing Decisions )</b>	
• Distribution to Shareholders: Dividends and Repurchases	4
• Initial Public Offerings	2
• Investment Banking,	1
• Financial Restructuring	3
<b>Unit- D (Special Topics)</b>	
• Derivatives and Risk Management	3
• Bankruptcy	1
• Reorganization	2
• Liquidation	2
• Mergers	2
• LBOs	1
• Divestitures	2

- Holding Companies

2

**45 Hours**

**Text Book:**

1. Brigham, E.F. and Ehrhardt, M.C.. Financial Management- Text and Cases. Fort Worth: Cengage Learning, Latest Edition

**Reference books:**

1. Grinblatt, Mark, and Sheridan Titman. Financial Markets and Corporate Strategy. Boston: McGraw-Hill Irwin, Latest Edition

**Course Title: Strategic Cost Management****Course Code: MGT629**

L	T	P	Credits
3	1	0	3

**Objective:** To enable the students to understand cost management system and develop an insight into application of cost analysis from strategic perspective.

**Learning Outcomes:** After the completion of the course Students will be able to understand, prepare and apply the strategies of Cost accounts.

**Unit-A Strategic Cost Management** **Hours**

- Meaning, Nature and Significance of Strategic Cost Management **2**
- Limitations of Traditional Costing, Difference between Conventional Cost Analysis and Strategic Cost Analysis **3**
- Financial, Operational and Strategic Views of Cost, Contemporary Cost Management Tools **2**
- Activity Based Costing **3**
- Treatment of Cost, Steps, Advantages, Disadvantages **2**

**Unit B: Performance, Variances and Cost Analysis**

- Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis. **3**
- Variance Analysis: Basics of Standard Costs, Material Variances, Labour Variances, Overhead Variances, **4**
- Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis. **3**
- Cost Volume Profit Analysis: Cost Behaviour Pattern, Cost Estimation Methods, Assumptions of CVP Analysis, Applications of CVP, Break Even Analysis, CVP Analysis in the choice of Cost Structure, Multiple Product Analysis. **3**

**Unit C: Measurements and Valuations**

- Difficulties in Measuring Variances, Evaluation of Control based on Standard Costing, Numerical Problems **3**
- Valuation of Intangible Assets: Meaning of Intangible Assets, Acquired and Generated Assets, Importance, **3**
- Methods of Valuation for Goodwill, Human Resource, Brands, Patent, Relevant Indian and International accounting standards, Current Scenario in India, Numerical Problems. **4**

**Unit D Performance and Evaluations**

- Responsibility Accounting: Activity based Responsibility Accounting **2**
- Behavioural aspects of responsibility accounting, Transfer Pricing. **3**
- Performance Evaluation: Traditional Framework of Performance



Evaluation, Performance Measurement System		
•	Balanced Scorecard, Implementation, Strengths and Weaknesses of Balance Scorecard, Behavioral Views	3
•	Productivity improvement: Various tools and techniques including Kaizen and Six Sigma.	2
<b>Total</b>		<b>45 Hours</b>

**Text Books:**

1. Shank, John K, and Vijay Govindarajan. Strategic Cost Management: The New Tool for Competitive Advantage. New York: Free Press, Latest Edition

**Reference Books:**

1. Kaplan, Robert S, and Robin Cooper. Cost and Effect: Using Integrated Cost Systems to Drive Profitability and Performance. Boston: Harvard Business School Press, Latest Edition
2. Blocher, Edward. Cost Management: A Strategic Emphasis. Boston: McGraw-Hill/Irwin, Latest Edition
3. Shank, John, and Vijay Govindarajan. Strategic Cost Management: The Value Chain Perspective. , Latest Edition

**Course Title: Project Appraisal and Finance**  
**Course Code: MGT630**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course aims at training the students in appraising the projects. The different kinds of appraisal and financing criteria enable them to the intensive specification for project management.

**Learning Outcomes:** After the completion of the course Students will be able to understand the meaning and criteria for appraisal and funding the Projects.

<b>Unit-A Introduction to Project Management</b>	<b>Hours</b>
• Project Management: Overview of Project management, Types of Project	3
• Project Life cycle	1
• Project Management Framework	2
• Project Planning: Strategy and Resource allocation, Generation and screening of project ideas	3
<b>Unit- B Market and Technical Appraisal of the project</b>	
• Marketing appraisal: Overview, Market Survey	2
• Demand Forecasting, Uncertainties in Demand Forecasting, Methods of Demand forecasting: Time series projection methods & causal methods	2
• Technical Appraisal: Meaning, Components of analysis	3
• Network Analysis in Project management: PERT and CPM	4
<b>Unit C: Risk and Financial Appraisal</b>	
• Risk Management in Projects	2
• Measures of Risk, Sensitivity Analysis	2
• Financial appraisal of Project: Time Value of Money	4
• Financial appraisal of Project: Capital Budgeting	4
<b>Unit D- Financing for the projects And Environment Analysis</b>	
• Determination of Project Cost,	2
• Financing decision in Project: Short term financing (Working capital requirements)	2
• Financing decision in Project:: Long term financing	2
• Project Statements in Projects: profitability projections, projected cash flow statement and projected balance sheet.	2

• Environmental Appraisal: SCBA	2
• SCBA Approaches: UNIDO Approach, LM Approach, SCBA by Financial Institutions	3
<b>Total</b>	<b>45 Hours</b>

**Text Book:**

1. Chandra, Prasanna. Projects: Planning, Analysis, Selection, Financing, Implementation and Review. New Delhi: Tata McGraw-Hill, Latest Edition

**Reference Books:**

1. Patel, Bhavesh M. Project Management: Strategic Financial Planning, Evaluation and Control. New Delhi: Vikas, Latest Edition
2. Wysocki, Robert K. Effective Project Management: Traditional, Agile, Extreme. Indianapolis, IN: Wiley Pub, Latest Edition

**Course Title: Management Control Systems****Course Code: MGT665**

L	T	P	Credits
3	1	0	3

**Course Objective:** The objective of this course is to make students understand control systems in the organization for better decision making.

**Learning outcome:**

Students will learn approaches and thoughts in management control systems like budget preparations, responsibility centres and key success variables which in turn enhance their managerial skills required for achieving business excellence.

**Unit- A****12 Hours**

Introduction to Management Control Systems: nature of management control- purpose of MCS-the organizational context of MCS-the formal systems the informal systems- the subsystems and the components of the control systems- use of information technology on control systems, Designing the Control Process and Managerial Control: introduction-schools of thoughts in control (contingency approach, cybernetics approach) – designing management controls- the control process hierarchy- communication and reporting structures in the control systems. Ethical dimensions in MCS, corporate culture of MCS, organization structures. Behaviour in Organizations: goal congruence, action control, result control, types of organizations, functions of controller.

**Unit- B****11 Hours**

Responsibility Centers: responsibility accounting, different types of responsibility centers (investment centers, revenue centers, expense centers, administrative and support centers, randd centers, marketing centers, profit centers), general considerations/business units as Profit centers/measuring loose coupling between inter profit centers. Key Success Variables and Measures of Performance: identifications of key success variables-key success variables and the control paradigm-performance indicators-eva and profitability measures.

**Unit- C****11 Hours**

Budget Preparations and Financial Reporting: nature of a budget, operating and other budgets, flexible and fixed budgets, budget preparation process, behaviour aspects. Analysing financial performance reports: calculating variances like material, labour and profit: Limitations of variance analysis, tools like standard costing, target costing, life cycle costing and activity based costing.(appropriate numerical examples should be given). MCS in service and non-profit organizations: characteristics, professional service organizations, financial service organizations, healthcare organizations, non-profit organizations.

**Unit- D****11 Hours**

MCS in Multinational Corporation: control issues, cultural differences, exchange rates, transfer pricing-objectives, methods, administration of transfer prices. (appropriate numerical examples should be given) MCS in projects nature of projects, control environment, project planning and appraisal, project execution, project evaluation. Management audit: concepts, types, process, and applications in various functions.

**Total : 45 Hours****Reference Books:**

1. Anthony, R., and Govindarajan, V., Management Control System. Tata McGraw Hills.
2. Kenneth, M. Modern Management Control Systems- Text and Case, New Jersey, Prentice Hall, Latest Edition
3. Maciariello, J., and Calvin, J. Management Control Systems: Using Adaptive Systems to attain Control. New Jersey, Prentice Hall, Latest Edition

**Course Title: Derivatives and Risk Management**  
**Course Code: MGT666**

L	T	P	Credits
3	1	0	3

**Course Objective:** This course introduces the students to the use of financial derivatives for risk management.

**Learning Outcomes:** After studying this course students will be able to understand the mechanism of how derivatives and risk management.

<b>Unit – A (Introduction to Derivatives)</b>	<b>Hours</b>
• Derivatives- Introduction, Types and Advantages	3
• Regulation of Trading of Derivatives, SEBI guidelines related to Trade of Derivatives	2
• Forwards and Futures- Introduction, Distinction between Forwards and Futures Contracts	1
• Pricing Principles, Beta and Optimal Hedge Ratio	3
<b>Unit- B (Introduction to Options)</b>	
• Options- Meaning, Types, Key Determinants of Option Prices, introduction to The Binomial Model and The Black-Scholes Model.	6
• European and American Calls And Puts	2
• Put Call Parity	3
• Strategies of Options- Strategies, Pay-offs	3
<b>Unit- C (Swaps, Interest Rate Derivatives and Credit Derivatives)</b>	
• Swaps- Meaning and Mechanics of Swaps	6
• Interest Rate Derivatives and Euro- Dollar Derivatives	4
• Credit Derivatives	3
<b>Unit- D (Other issues)</b>	
• Risk Management with Derivatives- Meaning, Reasons of Managing Risk, Types of Risk in trading with Derivatives.	3
• Exotic options	2
• Option Greeks	2
• Delta hedging	2
	<b>45 Hours</b>

**Text Book:**

1. Hull, J.C. Options, Futures and Other Derivatives. New Delhi, Pearson India. Latest Edition.

**Reference books:**

1. Parasuraman, N.R., Fundamentals of Financial Derivatives. New Delhi, Wiley India Private Limited. Latest Edition.
2. Varma, J. R., Derivatives and Risk Management. New Delhi, Tata McGraw Hill, Latest Edition.

**Course Title: Corporate Tax Planning**  
**Course Code: MGT667**

L	T	P	Credits
3	1	0	3

**Course Objective:** To gain knowledge of the provisions of Income - tax including Rules which in turn will provide sound basis for planning the taxes.

**Learning Outcomes:** After the completion of the course Students will be able to understand, prepare and use the various provisions of the income tax to best of their benefit.

<b>Unit-A Tax Management and Fundamentals</b>	<b>Hours</b>
• Overview of tax system in India, types of taxes	2 hours
• Tax management, Tax planning, tax avoidance and tax evasion	2 hours
• Basic definitions under income tax act	1 hour
• Residential Status of Companies	4 hours
• Exempted Incomes	1 hours
<b>Unit B : Tax Computation..</b>	
• Tax Planning in relation to income from business & profession, Capital gains, Income from other sources	4 hours
• Clubbing provisions, Set off and carry forward of losses	2 hours
• Introduction to TDS and payment of Advance Tax,	2 hours
• Rates of tax & computation of tax liability of individuals and companies	2 Hours
• Tax Planning on Deductions under Chapter VIA	6 hours
<b>Unit C: Tax Planning for the Business</b>	
• Tax Planning with reference to setting up of a new business.	3 hours
• Tax Planning with reference to location of business.	2 hours
• Tax Planning with reference to form of organization.	3 hours
• Tax Planning with reference to nature of business	2 hours
<b>Unit D: Tax Planning for specific Business decisions</b>	
• Tax Planning with reference to Financial Management Decisions.	2 hours
• Tax Planning with reference to Managerial Decisions.	2 hours
• Tax Planning in respect to Employee's Remuneration.	2 hours
• Tax Planning regarding Capital Gains.	1 hour
• Tax Planning in respect of Amalgamation or Demerger.	2 hours
<b>Total</b>	<b>45 Hours</b>

**Reference Books:**

1. Girish Ahuja and Ravi Gupta. Strategic Corporate Tax Planning & Management. New Delhi: Bharat Law House Pvt. Ltd, Latest Edition
2. Vinod K.Singhania, Kapil Singhania, Monica Singhania. Direct Taxes Planning & Management. New Delhi: Taxmann's Publication Pvt. Ltd., Latest Edition



**Course Title: Valuation for Mergers and Acquisitions****Course Code: MGT668**

L	T	P	Credits
3	1	0	3

**Course Objective:** Students will learn about various perspectives of merges and acquisitions including mechanism of valuation of mergers and Acquisitions.

**Learning Outcomes:** After studying this course, students will be able to draw meaningful conclusions regarding the valuation of mergers and Acquisitions which will help them for estimating the receipts of non-organic cash inflows/outflows and building long term strategies for corporate.

<b>Unit – A (Introduction to Mergers and Valuation)</b>	<b>Hours</b>
• Concept of Mergers and Acquisitions	3
• Introduction to valuation- Philosophical basis	1
• Approaches to Valuation	2
• Role of Valuation	1
<b>Unit- B (Discounted Cash Flow Valuation)</b>	
• Estimating Discount Rates- Risk, Cost of Equity, Cost of Equity to Cost of Capital	3
• Measuring Cash Flows- Categorising Cash Flows, Earning, Tax Effect, Reinvestment needs	4
• Forecasting Cash Flows- Structure Discounted Cash Flows Valuation, Length of Extraordinary Growth Period, Cash Flow Forecasts, Terminal Value	3
• Equity Discounted Cash Flow Models- Cost of Capital Approach, Adjusted Present Value Approach, Excess Returns Models	4
<b>Unit- C (Relative Valuation)</b>	
• Relative Valuation- Meaning, Ubiquity, Reasons for Popularity and Pitfalls, Standardised values and Multiples	4
• Equity Multiples	3
• Value Multiples	3
<b>Unit- D (Loose Ends in Valuation)</b>	
• Cash, Cross Holding and Other Assets	2
• Employee Equity Options and Other Compensation	3
• The value of Intangibles	2

• Value of Control	2
• Value of Liquidity	2
• Value of Synergy	3
	<b>45 Hours</b>

**Text Book:**

1. Damodaran, Aswath. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. Hoboken, N.J: John Wiley and Sons, Latest Edition

**Reference books:**

1. Gaughan, Patrick A. Mergers, Acquisitions, and Corporate Restructurings. New York: John Wiley and Sons, Latest Edition
2. Sudarsanam, Sudi. Creating Value from Mergers and Acquisitions. Harlow (Essex: Financial Times/Prentice Hall, Latest Edition

**Course Title: Personal Financial Planning**  
**Course Code: MGT614**

L	T	P	Credits	Marks
3	1	0	3	75

**Course Objectives:** Broad coverage of personal financial decisions, including basic financial planning, tax issues, managing savings and other liquid accounts, buying a house, the use of credit, insurance, managing investments and saving for retirement.

**Learning Outcomes:** Students will be able to make sound decisions relating to a personal financial plan, understand budgeting, savings alternatives, and tax planning as they relate to individuals. They will be able to understand the use of credit, insurance, long term investment and purchasing decisions as they relate to individuals.

#### **UNIT-A**

- Personal Financial Planning: Process, Components and Precautions **4hours**
- Developing personal financial goals **2hours**
- Influence on personal financial planning **2hours**

#### **UNIT-B**

- Risk in Personal Financial Planning: Types of Risks, Risk and uncertainty, Risk measurement, Risk management techniques **4hours**
- Investment Returns: Time value of money, Methods for measurement of returns **2 hours**
- Life cycle analysis in personal financial planning **2hours**
- Investment Instruments: Small saving schemes, Marketable fixed income schemes, Equity, Derivatives, and Real estate **5 hours**
- Strategies for investment instruments (with real life cases) **2 hours**

#### **UNIT-C**

- Personal financial planning Strategies: Active and passive strategies **4 hour**
- Insurance Planning: Functions, Principles, and types of plans **3hours**
- Life Insurance Needs Analysis **1 hour**
- Retirement Planning: Process, Methods and components **4hours**
- Tax Planning: Difference between Planning, evasion and avoidance, Deductions for tax planning by individual **4 hours**

#### **UNIT-D**

- Tax Planning: Clubbing of incomes and set off and carry forward **1hour**
- Estate Planning **1hour**
- Role of Regulatory Environment in Personal financial planning **2hours**
- Ethical Issues in personal financial planning **1hours**

**Total 45 hours**

**Text Book:**

1. NISM, *Workbook of Certified Personal Financial Advisor (CPFA) Examination* ,  
SEBI

**Reference Books:**

1. Kapoor Jack, *Personal Finance*. Tata McGraw Hill
2. Maudra, Jeff. *Personal Finance*. Pearson Education

**GROUP (C)**  
**Human Resource Management**

**Course Title: Organizational Change and Development**  
**Paper Code: MGT631**

L	T	P	Credits
3	1	0	3

**Course Objectives:** The aim of this course is to familiarize students with the rapidly growing scope of OD and the approaches which are becoming more and more diversified. A wide range of interventions are discussed as there is a critical need for them in organizations facing volatile and competitive global environment.

**Learning Outcome:** Students will learn basics of organizational development and the latest trends which are prevailing in the organizations. They are able to understand formal and informal structures required in organizational development which in turn help them to take wise decisions and improve their actions in the required field.

**Unit A**

**10 Hours**

Nature, Assumptions, Characteristics and techniques. Historical framework of Organizational Development. The Lab training stem, The survey research and feedback stem, The Action Research stem, Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development. Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Weisboard Model.

**Unit B**

**15 Hours**

Introduction to Action Research, Action Research as a Process and as an Approach, Determinants of Organizational Design, Components of Organization Design, Organization - The Environment Interface, Organizational Decision Making Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions, Issues in Consultant - Client Relationship; Power, Politics and Organizational Development

**Unit C**

**12 Hours**

Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, and, Cultural factors of change, Models and techniques involved in change management, Total Quality Management, Business Process Reengineering, Guidelines for Facilitating change.

**Unit D**

**8 Hours**

Changing values, Cultural Models and theories of planned change, organizing for the Future, Organizations as learning systems, and Implications for future managers. Success and failure of organization change and development.

**Reference books:**

1. Brown, D.R., An Experiential Approach to Organization Development, New Jersey, Prentice Hall, Latest Edition
2. Palmer, I., Dunford, R., and Akin, G. Managing Organizational Change a Multiple Perspectives Approach. New Delhi: Tata McGraw Hill Publication, Latest Edition.
3. Cummings, T., and Worley, C., Organizational Development and Change, New Delhi: Cengage Learning, Latest Edition.
4. French, W. and Bell, C.I. Organization Development and Transformation. New Delhi: Prentice Hall, Latest Edition.

**Course Title: Manpower Planning and HRD****Course Code: MGT632**

L	T	P	Credits
3	1	0	3

**Course Objectives:** Develop the analytical abilities for understanding the implications of change in the manpower situation of a company and of the availability of HR within the organization and outside so as to advise and assist the authorities concerned in their manpower planning and development activities. Enable the students to acquire the knowledge and skill necessary for preparing the manpower plan of a business enterprise or to understand such a plan drawn up by the manpower planning cell of the company.

**Learning Outcome**

Students will learn the fundamentals of manpower planning and will be able to understand principles of managing the employees which in turn enhance their managerial skills to achieve business excellence.

**Unit A****15 Hours**

Manpower Planning Objectives (Micro and Macro levels) Benefits Advantages Limitations and Problems, HR Planning Linkage of HR Planning with other HR Functions.

Manpower Planning: Tools, Methods And Techniques, Job Analysis, Job Description, Job Specification, Skills Analysis/Skill Inventory, Performance Appraisal, Manpower Inventory, Quantitative Aspects, Qualitative Aspects Methodology, Computerized Manpower Planning Information System, Use and Applicability of Statistical And Mathematical Models In Manpower Planning, Cohort Analysis, Census Analysis, Markov Models

**Unit B****10 Hours**

HRD: Meaning, Scope, Functions, Importance, Approaches to Human Resource Development, Role of HRD Managers, Relationship between HRD and HRM

Introductions to Strategic Human Resource Management and Strategic Human Resource Development, Strategic Selection, Re-Deployment, Re-Training, Retention Strategies

**Unit C****10 Hours**

Organisational Development: Objectives, Characteristics, Process, Models of Organisation Development, Implementing Organisational Development Program, Organisation Culture, Learning Organisation, Organisation Effectiveness, Career Growth and Development, Competency Mapping

**Unit D****10 Hours**

Global HRM and Challenges, Retention and Career Management in Global Employees, Recent Trends in HRD, Progress in India and Abroad.

**Reference Books:**

1. Belcourt, M., Kenneth J. M. and Kenneth J. M., Strategic Human Resources Planning. Toronto: Nelson Education, Latest Edition
2. Bhattacharyya, D K. Human Resource Development. Mumbai: Himalaya Publishing House, Latest Edition.
3. Walker, J. W., Human Resource Strategy. New York.: McGraw-Hill, Latest Edition.
4. Prasad, K., Strategic Human Resource Development. New Delhi: PHI Learning Pvt. Ltd., Latest Edition
5. Balakrishnan, L. and Srividhya, S., Human Resource Development. Mumbai: Himalaya Publishing House, Latest Edition.

**Course Title: Negotiating Skills and Participative Decision Making**  
**Paper Code: MGT633**

L	T	P	Credits
3	1	0	3

**Course Objectives:** To promote understanding of the concept and theories of collective bargaining, collective bargaining relationship and the requisite institutional framework for collective bargaining. To build awareness of certain important and critical issues in collective bargaining. To provide exposure to the required skills in negotiating a contract.

**Learning outcome:**

Students will learn fundamentals of collective bargaining and they will learn the principles of handling human relations. Also they will learn the mechanism of participative management which will enhance their managerial skills as needed by the industry today.

**Unit A**

**10 Hours**

Collective bargaining -definitions, characteristics critical issues in collective bargaining theories of collective bargaining hick's analysis of wages setting under collective bargaining conflict-choice model of negotiation a behavioral theory of labor negotiation collective bargaining in India

**Unit B**

**15 Hours**

Negotiating a contract pre-negotiation preparing the charter of demand(s) creating the bargaining team submission of cod costing of labor contracts the negotiation process, effective negotiation preparing for negotiation communication style breaking deadlocks strategy and tactics/games negotiators play.

Closing successfully negotiating integrative agreements reviewing negotiation

**Unit C**

**10 Hours**

Meaning of participative management - participative management as a concept - Economics, Psychological, Social, Political viewpoints on this concept - Origin and growth of participative management. The need for participative management - the objectives of participative management ñ Approaches to participative management.

**Unit D**

**10 Hours**

Different types of workers participation in management - Informative participation, consultative participation, Associative participation, Administrative participation and decisive participation, - Bipartite forums in PSUs and private sectors to promote WPM - WCS, JMC, Shop councils, Joint councils, workers representatives on the Board of Directors and other forums like QCS, TQM - Employee stock –option

**Reference Books:**

1. Katz, Harry C, and Thomas A. Kochan. An Introduction to Collective Bargaining and Industrial Relations. Boston, Mass: McGraw-Hill/Irwin, Latest Edition
2. Hilgert, Raymond L, and Sterling H. Schoen. Cases in Collective Bargaining and Industrial Relations: A Decisional Approach. Homewood, Latest Edition
3. Lewicki, Roy J, David M. Saunders, and John W. Minton. Negotiation. Boston: Irwin/McGraw-Hill, Latest Edition



**Course Title: Training and development**  
**Paper Code: MGT634**

L	T	P	Credits
3	0	0	3

**Course Objectives:** This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual's ability to observe, interpret the issues and modify his approach and behaviour. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

**Learning outcome:** Students will not only learn tools and techniques which are required for training of the employees but also the very basic need to understand the requirement of their development which in turn make them to perform extraordinary than their competitors as desired by the industry today.

#### **Unit A**

**10 Hours**

Training: Introduction, Scope - Conceptual framework of training. Systems view on Training. Difference between Training, Development and Education. Problems, Roles and Responsibility of Training.

Learning- Nature, Principles, process, Models of learning, feedback, conditions of transfer of learning.

#### **Unit B**

**10 Hours**

Need for Training – Types, Significance, Methods of Identification of Training needs, Reactive and Proactive approach to training, Training Outcomes, Competency Mapping. Training policy.

Training Design- Factors, Constraints, Training cost, developing training objectives, Facilitation of learning, Transfer outcome of training- factors, strategies.

#### **Unit C**

**15 Hours**

Training Methods, Techniques and Aids – Types, approaches, technologies, methods and methodologies- Lecture, Group Discussion, Case Study, Incident process, Role play, Management games, In basket exercise, Conference, Seminar, Demonstration, Outbound learning, CBT, Satellite based, T-Group training. Matching methods with outcomes and training aids. Management Development.

Training Implementation- Preparation, physical arrangements, room layout, process. Classroom Management, Group Climate.

#### **Unit D**

**10 Hours**

Trainer's skills, styles and competence, Trainer's style by Udai Pareek.

Evaluation of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training Technology in Training: Multimedia Training, E-Learning/Online Learning, Distance Learning.

#### **Reference Books:**

1. Blanchard, P. Nick and Thacker, James W. Effective Training: Systems, Strategies and Practices. Pearson Education, Latest Edition
2. Patrick, J., Training: Research and Practice, London: Academic Press. Latest Edition
3. French, W .L, and Bell C. Organization Development: Behavioral Science Interventions for Organization Improvement. Englewood Cliffs, N.J: Prentice-Hall, Latest Edition.
4. Armstrong, M. A Handbook of Human Resource Management Practice. London: Kogan Page, Latest Edition
5. Craig, R. L. Training and Development Handbook: A Guide to Human Resource Development. New York: McGraw-Hill, Latest Edition.

**Course Title: Labour Legislations**  
**Course Code: MGT635**

L	T	P	Credits
3	1	0	3

**Course Objective:** This course aims to acquaint the students with labour legislations in relation to social security of workmen, trade unions, disputes etc. This course will also enable students to know and apply the privileges of various acts as per Indian constitution.

**Learning Outcomes:** Key learning outcomes focus on the understanding, recognition and application of labour laws. On completion of this course, learner will be able to apply this legal analysis in planning and decision-making of business unit or factory to avoid legal conflicts.

**Unit – A (Introduction to Labour Legislations and Compensation Act) Hours**

- Introduction to Labour Legislations **1**
- Labour Legislations- Meaning, Objectives and Classification **2**
- The Factories Act, 1948- Meaning and Definition of Factory, Approval, Licensing and Registration of Factories, The Inspecting Staff, General Duties of Occupier, Health, Safety and Welfare, Working Hours of Adults, Employment of Young Persons and Women, Annual Leave with Wages, Penalties. **3**
- National and International Labour Organisations- Standard Setting For Labour Welfare **3**
- The Employees' Compensation Act, 1923- Scope, Definition, Rules regarding Workman Compensation, Injury arise out of and in the Course of Employment, Provisions **4**

**Unit- B (Labour Welfare and Labour Welfare Laws )**

- Philosophy of Labour Welfare- Concept, Aims, Theories of labour welfare, Types of welfare facilities, Principles of Welfare programme, Role of Welfare Department, Need for social and industrial welfare in India **3**
- Payment of Bonus Act- Objectives, definition, liability to pay bonus, eligibility for bonus, amount of bonus, applicability of the Act to newly setup establishments, payment of bonus. **3**
- Payment of Gratuity Act, 1972- Definitions, Coverage of Act, payment of gratuity, Determination and Recovery, penalties and offences. **3**
- Child labour (Regulation and prohibition) act, 1986 **2**

### **Unit- C (Social Security Legislations for Worker)**

- Social Security- Introduction, Aims, Methods of facilitating Social Security- Social Assistance and Social Insurance, Financing of social security. 2
- Employee State Insurance Act- Applicability of Act, Rules and Rate of Contributions, Sickness Benefits Benefit, Maternity Benefit, Disablement Benefit, Dependent's Benefit, Medical Benefit, Funeral Benefit, Penalties. 4
- Employee Provident Fund Act- Application of the Act, Object of Act, Employees' Provident Fund Scheme, Employees' Pension Scheme and Fund, Employees' Deposit-linked Insurance Scheme and Fund, Administration of the Schemes, Determination of Moneys Due from the Employees, Their Recovery and Employees' Provident Fund Appellate Tribunal, Penalties and Offences. 4

### **Unit- D (Other Labour Legislations)**

- Industrial Employment (standing order) Act, 1946 3
- Payment of Wages Act-Applicability of the Act, Scope and Object of Act, Definition of Wages, Rules regarding Payment of Wages, Deductions of Wages, Kinds of Deductions, Enforcement of the Act, Claims Arising out of Deductions from Wages or Delay in Payment of Wages and Penalty for Malicious or Vexatious Claims, Appeal 3
- Minimum Wages Act- Object and Scope of Act, Provisions regarding Fixation and Revision of Wages, Minimum Rate of Wages, Procedure for Fixing and Revising Minimum Wages Safeguards available in Payment of Minimum Wages, Enforcement of the Act, Offences and Penalties. 3
- One Rank One Pension 2

**45 Hours**

### **Text Book:**

1. Sinha, P R. N, Indu B. Sinha, and Shekhar S. Priyadarshini. Industrial Relations, Trade Unions, and Labour Legislation. Noida, India: Pearson, 2013. Print.

### **Reference Books:**

1. Kapoor, N D. Elements of Mercantile Law: Including Company Law and Industrial Law. New Delhi: Sultan Chand and Sons, Print.  
Sarma, A.M. Aspects of Labour Welfare and Social Security. Himalaya Publishing House.

**Course Title: Industrial Relations and Labour Policy**  
**Paper Code: MGT669**

L	T	P	Credits
3	1	0	3

**Course Objectives:** To develop an understanding of the interaction pattern among labor, management and the State. To build awareness of certain important and critical issues in Industrial Relations. To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries, and to understand the laws regarding Labor

**Learning Outcome:** Students will learn major issues related to industrial laws and labor policies prevailing in India and they will be able to understand basic requirements needed to manage labor force and employees in the present dynamic business environment.

**Hours  
(8)**

#### **Unit A**

Industrial Relations- Meaning, Scope, Participants, The various approaches-The systems model, John Dunlop Model, The Pluralist Approach, Marxian Approach, Gandhian Approach, Foundations of a Sound Industrial Relations System, Partnership model. Industrialization and Industrial relations, Globalisation and Industrial Relations.s

#### **Unit B**

**(7)**

Trade Unionism, Trade Unionism in India-Growth, Approaches, Reasons for joining a Union, Problems of Indian Trade Unions, National Trade Unions-AITUC, INTUC, CITU,HMS,BMS.

Trade Union Act, 1926- Object of Act, Scope and Application of the Act, Definitions. Registration of Trade Union and Cancellation of Trade Union, Duties and Liabilities of Registered Trade Union, Regulations and Penalties.

#### **Unit C**

**(12)**

Anatomy of Industrial Conflict/Disputes-

Industrial Disputes Act- Definition of Industrial Dispute, Object and Extent of Act, Causes of Industrial Dispute, Modes of Settlement of industrial Dispute -Conciliation, Adjudication and Arbitration.

Strikes vs. Lock-outs, Lay -off vs. Retrenchment, Unfair Labour Practices under Fifth Schedule. Definition of Continuous Service, Calculation of Working Days, Right of Workmen Laid-off for Compensation, Conditions Precedent to Retrenchment of Workmen, Transfer and Closing Down of Undertakings, Compensation of Workmen in Case of Closing Down of Undertaking, Penalties.

Bipartism and Tripartism: Types, Bipartism's linkage with Tripartism

#### **Unit D**

**(18)**

Grievance and Discipline Handling- Reasons, Grievance procedure as per National Commission on Labour (1969), Managing Discipline.

Collective Bargaining- Model, Principles, Essential Conditions, Process of collective bargaining, National Commission Recommendations on Collective Bargaining.

Contract Labour (Regulation and Abolition Act, 1986)

Industrial relations in U. K., USA and Japan.

**Reference Book:**

1. Bagri, P R. Law of Industrial Disputes: A Commentary on the Industrial Disputes Act, 1947 As Amended by the Industrial Disputes (amendment) Act, 1984 (49 of 1984). New Delhi: Bharat Law House, Latest Edition
2. Venkata, R. C. S. Industrial Relations. New Delhi: Oxford University Press, Latest Edition.
3. Kumar, H L., What Everybody Should Know About Labour Laws. New Delhi: Universal law, Latest Edition.
4. Malhotra, O P. The Law of Industrial Disputes. Bombay: N.M. Tripathi, Latest Edition

**Course Title: Performance Management System**  
**Paper Code: MGT670**

L	T	P	Credits
3	1	0	3

**Course Objectives:** The objective of the course is to apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance and to achieve the organization's current and future objectives.

**Learning outcome:** Students will learn the dynamics of performance management and the various principles, tools and techniques required to analyse the performance of the employees. This will in turn make them well versed with all the managerial abilities by which they can evaluate the performance of the employees as required by the industry today.

**Hours**

**Unit A**

**(10 Hours)**

Foundations of Performance Management: Concept and Features, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management, Role of HR Professionals in Performance Management, Performance Management Cycle, Philosophy underlying Performance Management, Performance Management versus Performance Appraisal, Performance Management Process-Conceptual Model,

**Unit B**

**(15 Hours)**

Planning and Implementation of Performance Management: Performance Management and Strategic Linkage, Defining Performance and its dimensions, Performance Planning and Performance standards, Developing Job Descriptions, Defining Key Result Areas and Key Performance Areas, Competency and Competency Mapping, Performance Execution and Monitoring

**Unit C**

**(10 Hours)**

Performance Appraisal: Concept, Features and Objectives of Performance Appraisal, Performance Appraisal Process, Characteristics of effective Appraisal System, Methods of Performance Appraisal, 360-degree appraisal, Problems in Performance Appraisal, Designing Appraisal Forms, Performance Review Discussions.

**Unit D**

**(10 Hours)**

Other Performance Management and Development Issues: Coaching, Counselling and Mentoring, Performance Related Pay, Potential Appraisal, Managing Team Performances, Balanced Scorecard, Ethical and Legal Issues.

**Reference Books**

1. Rao, Appa. Performance Management. Biztantra: Wiley, 2012 Print
2. Aguinis, Herman. Performance Management. Upper Saddle River, N.J: Pearson Prentice Hall, 2009. Print.

3. Bhattacharyya, K. Dipak. Performance Management Systems and Strategies, Pearson, 2011. Print.
4. Kohli, A. S. and Deb, T. Performance Management, Oxford Higher Education, 2014. Print.

**Course Title: Industrial Psychology and Sociology**  
**Paper Code: MGT671**

L	T	P	Credits
3	1	0	3

**Course Objectives:** The course is designed for understanding the psychology and sociology of the workers. It teaches the student on how to manage workers and also provides them the understanding of the social strata's

**Learning Outcome:** Students will learn the importance of understanding psychology of the employees which will help them in keeping motivation and moral levels of the workers high as it is highly demanded by the industry.

#### **Unit A**

**(10 Hours)**

Introduction: Nature, Scope, and Problems; Brief history of industrial and Organizational psychology Individual differences and their evaluation, Role of heredity and environment, Types of individual differences

#### **Unit B**

**(15 Hours)**

Psychological testing: Utility, Reliability, and Validity.

Attitudes: Meaning, Characteristics, Methods of measuring attitudes, Implication for organization. Hawthorne Studies: The studies and their implications Industrial Morale: Meaning, Characteristics, Factors that influence morale, Measures of improving morale

#### **Unit C**

**(10 Hours)**

Motivation: Meaning, Types, Applications: Job redesign, Work on incentives. Characteristics of the workplace: Physical working conditions: Noise, Illumination, Color, Music, Miscellaneous Factors; Work Schedules: Working Hours, Permanent Part-Time Employment, Flexible Work Schedules, Rest Pauses, and Shift Work;

#### **Unit D**

**(10 Hours)**

Nature and Scope of Industrial Sociology, Industry and Society, Industry and Community, Industrial Social Stratification, Industrialism and Family, Industrialism and Social Change, Psychological and Social Issues: Job Simplification, Boredom and Monotony, Fatigue, and Telecommuting.

#### **Reference Books:**

1. Blum, Milton L, and Jack C. Naylor. Industrial Psychology; Its Theoretical and Social Foundations. New York: Harper and Row, Latest Edition.
2. Schultz, Duane P, and Sydney E. Schultz. Psychology and Work Today: An Introduction to Industrial and Organizational Psychology. Upper Saddle River, N.J: Prentice Hall, Latest Edition.
3. Ghosh, P K, and M B. Ghorpade. Industrial Psychology. Bombay: Himalaya Pub. House, Latest Edition.
4. Ghurye, G S. Culture and Society. Bombay: Indian Branch, Oxford Univ. Latest Edition.



**Course Title: Managing Innovation and Creativity**  
**Course Code: MGT615**

L	T	P	Credits
3	1	0	3

**Course Objective:** Students will learn integrative framework which will provide cause and effect predictions for management of innovation and creativity in business unit.

**Learning Outcomes:** After studying this course, students will be able to understand competitive advantage of innovation and creativity which will help them in making a framework of predictions for any organisation.

**Unit – A (Introduction to Innovation) Hours**

- Innovation Management, Models of Innovation 4
- The Underpinning of Profits: Assets, Competences, and Knowledge 4
- Sources and Transfer of Information 4

**Unit- B (Strategizing)**

- Recognizing the potential of an Innovation 2
- Reducing Uncertainty: The Role of Technological Trends, Market Regularities, an Innovation strategies 3
- Choosing a Profit Site 3
- Strategic Choice 3
- Strategies for Sustaining Profits 2

**Unit- C (Implementation)**

- Financing Entrepreneurial Activity 3
- Implementation of the Decision to Adopt 4

**Unit- D (Globalisation)**

- Globalisation for Innovations 2
- Innovation for Emerging Economies 3
- Role of National Governments in Innovation 3
- Strategic Innovation Process 4
- Technological Change 1

**45 Hours**

**Reference Books:**

1. Afuah, Allan. Innovation Management: Strategies, Implementation and Profits. New York: Oxford University Press, Latest Edition.
2. Von, Stamm B. Managing Innovation, Design and Creativity. Chichester: J. Wiley, Latest Edition.
3. Andriopoulos, Constantine, and Patrick Dawson. Managing Change, Creativity and Innovation. Los Angeles: SAGE, Latest Edition.

**Course Title: Global Human Resource Management****Course Code: MGT999**

L	T	P	Credits
3	1	0	3

**Objective:** The aim of the course is to develop an understanding of uniqueness in framing and implementation of identical human resource practices and policies across cultures in global setting.

**Learning outcome:** This course will make the students realise the impact of cultural differences across countries on organisational decisions. Students will comprehend the dynamics of developing and imbibing the human resource protocols at national and international level.

**Unit A****Hours  
10**

Culture and Cross-Culture- meaning & importance of culture, Cultural dimensions, Convergence of culture, National culture, Cultural sensitivity. Impact of culture in management decisions.

Cultural and Behavioural differences in different Countries.

Cross cultural models- Hofstede study, Kluchohm & Stoodbeck

Shift in National Culture and Local Culture, factors responsible for shift.

**Unit B****12**

International Human Resource Management: Meaning, Concept of Expatriate, Differences between Domestic and International HRM, Variables that moderate differences between Domestic and International HRM.

Staffing International Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Roles of Expatriates and Non-Expatriates.

Recruiting and Selecting Staff for International Assignments: Issues in Staff Selection, Factors Moderating Performance, Selection Criteria

**Unit C****13**

Issues and problems with Dual Career Couples.

Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Designing a Repatriation Program

International Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Developing Staff through International Assignments.

International Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.

**Unit D****10**

Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees

Cross –cultural Negotiation & Decision making: Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context, Negotiations across culture, Cross, culture Negotiation Process

### **Reference Books**

1. Gupta, S.C., Text Book of International HRM, New Delhi, MacMillan, Latest Edition.
2. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), International Human Resource Management, New Delhi, Sage Publications, Latest Edition.
3. Rao, P.S., International Human Resource Management, Mumbai, Himalaya Publishing House, Latest Edition.
4. Dowling, P.J., Festing, M. and Engle, A.D., International Human Resource Management, New Delhi, Cengage Learning, Latest Edition.
5. Rao, P.L., International Human Resource Management, New Delhi, Excel books, Latest Edition.
6. Tayeb, M.H., International Human Resource Management- A Multinational Company Perspective, New York, Oxford University Press, Latest Edition.

# **GROUP (D)**

## **Supply Chain Management**

**Course Title: Business Process Design and Implementation****Course Code: MGT636**

L	T	P	Credits
3	1	0	3

**Course Objective:** Objective of the course is to make student acquaint with implementation of information systems in operational techniques. They will learn new systems requirements, issues related to adoption of database management systems and network architecture.

**Learning Outcome:** Students will learn the latest information management techniques in operations and their implications. This in turn will increase their managerial skills to cope up with the modern industry requirements for achieving business excellence.

**Unit- A****11 Hours**

The Systems Development Life Cycle, Elicitation and Prioritization of Organizational Problems, Development of Information Systems Goals, Existing System Review – Requirements Determination, What to look for in an existing systems environment., Signs of trouble, motivation for process re-engineering, Information Gathering Techniques, Systems Representation Techniques, System Flowcharts (the world of accounting), Logical Dataflow Diagrams (Yourdon/DeMarco), Requirements Determination

**Unit- B****12 Hours**

New Systems Requirements: Issues and Tradeoffs in Requirements Analysis , Technical, Cost, and Operational Feasibility Analysis, Avoidance Behavior in IT Cost/Benefit Analysis, Rapid Prototyping /User Interface /Human Factors Issues, Cognitive Psychology and User Interface Design, The Evolution to the Graphical User Interface, Issues Related to the Adoption , of Large-Scale Database Management Systems, Systems Analyst’s Viewpoint - the good - the bad - the ugly, Large Transactions Environment Costs of Adoption

**Unit- C****11 Hours**

Issues Related to the Adoption of Large-Scale Database Management Systems, Systems Analyst’s Viewpoint - the good - the bad - the ugly, Large Transactions Environment, Costs of Adoption, File Design / Normalization of Files, Bachman Representation Technique, Operational Tradeoffs in File Normalization, Process Flow Design – G/L Revenue and Expenditure Cycles

**Unit- D****11 Hours**

Distributed Processing and Network Configuration: WANs / LANs, Organizational Issues, Transactions Efficiency Issues in the Selection of a Network Architecture, ATMs / E-Commerce Sites and the “Global Data Dilemma”, Systems Risk -Factors that Complicate Risk, Nature of the Risks Encountered by IT Environments, An Epistemology of Systems / Organizational Controls, Selection of Controls - Efficiency / Control Trade-Offs

**45 Hours****Text Book:**

1. Dennis, A. and Barbara H. W. Systems Analysis and Design. New York: Wiley, Latest Edition.

**Reference Books:**

1. Coulson-Thomas, C. Business Process Re-Engineering: Myth and Reality. London: Kogan Page, Latest Edition.
2. Hammer, M. and James C. Reengineering the Corporation. New York, N.Y: Harper Audio, Latest Edition.

**Course Title: Integrated Supply Chain Management**  
**Course Code: MGT637**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course is designed to develop a sound understanding of how the integration of supply chain management assists the pursuit of business excellence by creating value of Information technology in different processes of supply chain management systems.

**Learning Outcome:** Students will learn major concepts and techniques of integrating various supply chain systems and the application of Information technology in logistics systems which in turn enhance their managerial skills to higher levels.

**Unit- A**

**11 Hours**

Supply Chain Management: Transforming Supply Chains into Integrated “Value Systems”, Defining Supply Chains, Increasing Customer Demands for Value Across the Supply Chain, Supply Chain Relationships, Information Systems and Supply Chain Management, A Process Model: SCM for Value System Creation, Understanding and Improving Supply Chains and Key Supply Chain Processes, Understanding Supply Chains through Process Mapping, Process Flow Charts, Internal Supply Chains, External Supply Chains, Benefits of Inter organizational Supply Chain Collaboration, The Importance of Time in Creating High-Performance Supply Chains, Opportunities for Cycle Time Reduction across the Supply Chain, Re-Engineering Supply Chain Logistics, Supply Chain Performance Measurement, Internal Integration—Managing Information Flows within the Organization, A Historical Perspective, Drivers of Supply Chain Systems and Applications, Internal and External Strategic Integration, Globalization of Markets

**Unit- B**

**12 Hours**

Availability of Powerful Information Systems and Technology, Enable New Business Processes, Replace Obsolete Systems, Strategic Cost Management, Enterprise Resource Planning (ERP), Implementing ERP Systems, ERP “Meltdowns”, Supply Chain ERP Modules, ERP and Data Warehouses, When Your Web Site is Not Aligned With Your Business Strategies, Decision Support Systems, The Financial Impacts of SCM—Finding the “Sweet Spot”, Insourcing/Outsourcing: A Controversial Issue, Initiating the Insourcing/Outsourcing Decision, Understanding Your Core Competence, Technological Maturity, Understanding the Market, Insourcing Versus Outsourcing—Advantages/Disadvantages, Creating Collaboration and Trust in the Supply Chain, Roots of Supply Chain Relationship Management, A Conceptual Model of Alliance Development, Developing a Trusting Relationship with Supply Chain Partners, Challenges to Managing Supply Chain Relationships, Customer/Supplier Integration into New Product Development, Changes to the New Product Development Process, Supplier Integration Into New Product Development, Supplier Integration Approaches, Supplier Integration Into New Product Development Process Model, Assessing the Supplier's Technology Roadmap, Developing Suppliers' Capabilities

**Unit- C**

**11 Hours**

Strategic Cost Management in a Global Supply Chain, The Financial Impacts of Supply Chain Management, Strategic Cost Management Initiatives Across the Supply Chain, Volume Leveraging and Cross Docking: Harvesting the Low-Hanging Fruit, Global Logistics and Material Positioning, Global Supplier Development, Target Pricing, The “Greening” of the Supply Chain: Life Cycle Costing, Re-Manufacturing, and Recycling, Cost Management

Enablers, Navigating the Business to Business (B2B) E-Commerce Landscape, The Evolution of the Internet, Attributes of the Internet, The B2B Technology Landscape, Standards: The Basis for B2B Integration, The “Emerging” Standards, Looking Forward: Emerging Technologies, Problems With Implementing Standards, Creating Information Visibility

**Unit- D**

**11 Hours**

The Importance of Information in Supply Chains: Avoiding the Sting of the “Bullwhip”, Creating Information Visibility in Supply Chains, Information Visibility System Best Practices, Collaborative Planning, Forecasting, and Replenishment (CPFR), Collaborative Contract Management Visibility Systems, Managing Change in the Supply Chain, Managing Change in the Supply Chain, Radical Change Management, Changing the Purchasing Culture, Internal Integration of Supply Chain Function, The New Era of Order to Delivery: Drivers for Change, Changing the Culture for Supply Chain Redesign, Future Challenges

**45 Hours**

**Text Book:**

1. Handfield, R. B. and Ernest L. N. Supply Chain Redesign: Transforming Supply Chains into Integrated Value Systems. Upper Saddle River, NJ: Financial Times Prentice Hall, Latest Edition.

**Reference Books:**

1. Lan, Y. and Bhuvan U. Global Integrated Supply Chain Systems. Hershey, PA: Idea Group Pub, Latest Edition.
2. Sadler, I. Logistics and Supply Chain Integration. Los Angeles: SAGE, Latest Edition.

**Course Title: Total Quality Management**  
**Course Code: MGT638**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

**Learning Outcome:** Students will learn the major total quality management techniques and tools which are highly required in the industry like benchmarking, QFD, JIT, BPR, Six sigma, etc. and this will in turn make them able to strive for excellence in the field of production and quality.

**Unit- A**

**12 Hours**

Introduction to TQM: History, aims, objectives, benefits, gurus and their principles, TQM reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, Taguchi quality loss function, Total Productive Maintenance (TPM), tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagram

**Unit- B**

**11 Hours**

Customer focus: External and internal customers, Measuring customer satisfaction, Continuous improvement process, Role of TQM's control and improvement process, designing for quality, Juran trilogy, PDSA cycle, 5S, Kaizen, supplier partnership, Partnering, Sourcing, Supplier selection, Supplier rating, overview of supplier quality assurance system, Relationship development, Performance measures, Basic concepts, Strategy, Performance measure workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, Benchmarking, JIT

**Unit- C**

**11 Hours**

TQM for Marketing Function: Quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change

management, Quality in after sales services. Organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture.

**Unit- D**

**11 Hours**

Total employee involvement: Awareness of quality, recognition and rewards, empowerment and self development, Education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, benefits of costs of quality control, TQM implementations and barriers to implementation, Six sigma, Introduction to ISO 9000, ISO 9001: 2000 series of standards

**45 Hours**

**Reference Books:**

1. Rampersad, H.K. and Narasimhan. K. Managing Total Quality: Enhancing Personal and Company Value. New Delhi: Tata McGraw-Hill, Latest Edition.
2. Mukherjee, P N. Total Quality Management. New Delhi: PHI Learning, Latest Edition.



**Course Title: Procurement and Sourcing Strategy**  
**Course Code: MGT639**

L	T	P	Credits
3	1	0	3

**Course Objective:** This course aims to provide students with concepts, principles and methods for strategic sourcing and purchasing, and implementation.

**Learning Outcomes:** At the end of the course a student should be able to perform strategic sourcing and purchasing; reveal the practical challenges of today's sourcing and purchasing processes; understand the latest developments such as services buying, socially responsible purchasing and category sourcing strategies.

#### Unit – A

#### Hours

**Introduction to and Evolution of Purchasing Function:** Changing views of the purchasing function. The importance of purchasing to profitability – the DuPont Model. Purchasing in the context of Supply Chain Management. Centralized vs. decentralized management of purchasing. Check and balance in procurement.

4

**Buying from Overseas/Total Cost of Ownership:** Concept of landed cost. Incoterms. Int'l trade/logistic issues.

3

**Sourcing in the Global Context:** Complexity of global sourcing, Challenging issues in international itrade and logistics; Tactical and strategic sourcing. Sourcing process. Analysis of supply market. Competitive strategy. Sourcing information.

4

#### Unit – B

**Strategic Sourcing and Procurement:** Concepts of strategy, definitions and strategy development. Levels of strategy in the organisation. Supplier relationship management (SRM). Strategic Sourcing and Procurement. Make or buy decisions. Outsourcing vs. off shoring. Outsourcing vs. subcontracting.

6

**Competitive Bidding and Negotiation:** Use of competitive bidding to select supplier. Auctions. Cost estimation and mark-up strategy. Evaluating bids. Two-envelop bidding system. Stages of negotiation. Strategies of negotiation. Support tools for negotiation like price/cost analysis and learning curve.

4

#### Unit – C

**E-procurement:** IT as a means of reducing transactions costs in the supply chain. Integrated information systems internal and external networks, including electronic data interchange (EDI) and e-sourcing.

4

**Vendor Selection and Management:** Metrics for supplier selections. Developing suppliers' capability and improving supplier performances.

3

**Managing purchasing prices:** How vendors establish price. Methods of price determination (other than negotiation). Pricing arrangements. Terms of payment and preferential discounts. Reverse Auction.

5

## **Unit – D**

**Commodity Buying:** The nature of commodities, how markets operate. The control of expenditure through averaging techniques. Hedging issues. **3**

**Special Purchasing: Services, IT, and Capital Buying:** Strategic sourcing for business partners. Purchasing logistics services. The characteristics of information technology software and solution acquisition. Methods for IT project cost estimation. The principles of investment appraisal and risk analysis of capital buying. Terms and conditions in capital contracts. **6**

**Emerging Trend:** Socially responsible purchasing. Category sourcing strategies. **3**

**45 Hours**

### **Reference Books:**

1. Burt, D. N., Stephen L. S. and Donald W. D. World Class Supply Management: The Key to Supply Chain Management. Boston: McGraw-Hill/Irwin, Latest Edition.
2. Chary, S N. Production and Operations Management. New Delhi: Tata McGraw-Hill Pub. Co, Latest Edition.
3. Finch, B. J. Operations Now: Profitability, Processes, Performance. New York, NY: McGraw-Hill/Irwin, Latest Edition.
4. Nicholas, J.M. Competitive Manufacturing Management: Continuous Improvement, Lean Production, Customer-Focused Quality. Boston: Irwin/McGraw-Hill, Latest Edition.
5. Benton, W C. Purchasing and Supply Chain Management. Boston: McGraw-Hill Irwin, Latest Edition.

**Course Title: Warehousing and Inventory Management**  
**Course Code: MGT640**

L	T	P	Credits
3	1	0	3

**Course Objective:** Students will learn the basic inventory models and various inventory control techniques and methods to facilitate the timely raw material and profits to business unit due to efficient material handling.

**Learning Outcomes:** After studying this course, students will be able to develop company develop a skill of efficient material handling to help an organisation to achieve economical costs.

Unit – A	Hours
• Meaning, Functions and Significance of Inventory Management.	2
• Strategic Inventory management	2
• Forecasting Methods of Inventory	4
• Material Requirement Planning System (MRP)	4
• Purchasing Management – Objectives, Functions, Methods, Procedure, and Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.	4
• Vendor Rating and Source Location, Negotiation	1
• Lower of cost or market rule; Inventory ascertainment and reconciliation.	1
<b>Unit- B</b>	
• Inventory Models	4
• Methods of Inventory Management System- LIFO, FIFO, HIFO, Base Stock	3
• Material Management in Just-in-Time environment	2
• Storage and Inventory Control Techniques -Perpetual Inventory system, ABC Analysis, Inventory Turnover ratios, Just In Time, FNSD, VED	3
• Economic Ordering Quantity and Extensions	4
<b>Unit- C</b>	
• Make or Buy Decisions	4
• Logistics and Franchising	2
<b>Unit- D</b>	
• Simulation of Inventory Systems	3
• Computer Integrated Systems of Inventory	1
• Performance of Inventory System	1
	<b>45 Hours</b>

**Text Book:**

1. Zipkin, P. H. Foundations of Inventory Management. Boston: McGraw-Hill, Latest Edition.

**Reference books:**

1. Tersine, R. J. Principles of Inventory and Materials Management. New York: North-Holland, Latest Edition.
2. Silver, E. A., Pyke D. F., Rein P., and Edward A. S. Inventory Management and Production Planning and Scheduling. New York: Wiley, Latest Edition.

**Course Title: Sustainable Supply Chain Management**  
**Course Code: MGT673**

L	T	P	Credits
3	1	0	3

**Course Objective:** The objective of this course is to create in-depth understanding of various energy business strategies, their formulation, implementation and process of change in strategies. Further the course will enable students to appraise various energy business strategies issues.

**Unit-A** **Hours**

**The need for sustainable supply chain management** **12**

meaning, best practices, need, implications of sustainable supply chain management

**Developing sustainable supply chain management**

supply chain strategy, CSF for sustainability, ingredient, an iterative approach to develop sustainable supply chain strategy, sustainable supply chain scorecard(SSC)

**Unit-B**

**Monitoring performance** **11**

measuring sustainable supply chain, evaluating impact of supply chain on sustainability(PEST), visible supply chain, product oriented monitoring, benefits and use of measurement, problems with measuring performance

**Unit-C**

**Managing within organisation** **11**

Managing processes, products, knowledge, infrastructure, people and teams, managerial challenge: find and prioritize internal sustainability gap

**Unit- D**

**Managing outside organisation** **11**

supply chain stakeholders, action field, determining right supply chain stakeholders, generic stakeholder management strategies, action field for sustainability in customer and supplier relations

**Future sustainable supply chains**

Understanding the future, the central question for sustainable supply chains, driving forces, critical uncertainties, standards and infrastructure constraints.

**45 Hours**

**Reference Book:**

1. Cetinkaya, B. Sustainable Supply Chain Management: Practical Ideas for Moving Towards Best Practice. Berlin: Springer, Latest Edition.

**Course Title: Enterprise Resource Planning**  
**Course Code: MGT674**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course has been designed to provide an in depth knowledge of managing ERP. The course aims to create understanding and using of the managerial aspects of ERP system

**Learning outcome:** Students will learn wide application of ERP in various markets, which is required highly by the industry and various new technologies which can be used to achieve core competencies.

**Unit-A**

**11 Hours**

ERP AND TECHNOLOGY: Introduction, Related Technologies, Business Intelligence, Ecommerce and E-Business, Business Process Reengineering, Data Warehousing, Data Mining, OLAP, Product life Cycle management, SCM, CRM

**Unit-B**

**11 Hours**

ERP IMPLEMENTATION: Implementation Challenges, Strategies, Life Cycle, Preimplementation Tasks, Requirements Definition, Methodologies, Package selection, Project Teams, Process Definitions, Vendors and Consultants, Data Migration, Project management, Post Implementation Activities.

**Unit- C**

**12 Hours**

ERP IN ACTION and BUSINESS MODULES: Operation and Maintenance, Performance, Maximizing the ERP System, Business Modules, Finance, Manufacturing, Human Resources, Plant maintenance, Materials Management, Quality management, Marketing, Sales, Distribution and service.

**Unit- D**

**11 Hours**

ERP MARKET: Marketplace, Dynamics, SAP AG, Oracle, PeopleSoft, JD Edwards, Enterprise Application Integration, ERP and E-Business, Future Directions, Trends in ERP.

**45 Hours**

**Reference Books:**

1. Altekhar, R.V. Enterprisewide Resource Planning: Theory and Practice. , Latest Edition.
2. Murthy, C S. V. Enterprise Resource Planning and Management Information Systems: (text and Case Studies). Mumbai : Himalaya Pub. House Pvt. Ltd, Latest Edition.
3. Parthasarathy, S. Enterprise Resource Planning: A Managerial and Technical Perspective. New Delhi: New Age International Pvt. Ltd., Latest Edition.

**Course Title: Supply Chain Metrics and Strategies**  
**Course Code: MGT675**

L	T	P	Credits
3	1	0	3

**Course Objective:** The objective of the course is to make students acquaint with the logistics strategies related to customers, transportation, data mining and warehousing. Also they will learn functional architects, wireless technologies and modern strategies related to logistics.

**Learning outcome:** Student will learn fundamentals of supply chain management system and also they will be able to think and devise new strategies of competition in the dynamic environment of business which is highly required by the industry.

**Unit- A**

**11 Hours**

Definition of logistics, Evolution of logistics and supply chain management, Logistics-Activities, Optimization, Master planning, Logistics activating profiling and data mining-Profiling motivations and minefields, logistics activity profiles and data mining, Logistics performance, cost and value measures- Financial measures, Productivity measures, quality measures, cycle time measures, Logistics performance gap analysis

**Unit- B**

**12 Hours**

Customer response principles and systems- Response fundamentals and notions, customer Activity profiling, response performance measure, service policy design, satisfaction monitoring, Order capture and entry, order processing, Documentation, invoicing, collections, Customer response systems and organization design, Inventory planning and management- fundamentals, activity profiling, performance measurement, forecasting, order quantity engineering, file rate planning, control policy, deployment, management systems, organization design and development, Supply management- Activity profiling, SSP, sourcing, Supplier integration and relationship, Purchase order processing, Buying and payment, supply management systems

**Unit- C**

**11 Hours**

Transportation- optimization, profiling and data mining, Performance measures, logistics network design, shipment planning and management, Fleet- Container- yard management, carrier management, freight and document management, Transport management systems, Transportation organization design and development. Warehouse operations- fundamentals, activity profiling, performance measures, receiving principles, putaway, storage operations, order picking operations, shipping principles, warehouse management systems

**Unit- D**

**11 Hours**

Logistics and supply chain Information systems-Functionality and architectures, Data warehousing, mining and Decision support systems, web based logistics, paperless and wireless logistic systems, LIS justification- selection – implementation, logistics organisation design and development- supply chain organization management, corporate logistics organization alignment, strategic planning and project management, process and activity management, logistics professional management, Human friendly and Community friendly logistics

**Total : 45 Hours**

**Text Book:**

1. Frazelle, E.. Supply Chain Strategy: The Logistics of Supply Chain Management. New York: McGraw-Hill, Latest Edition.

**Reference Books:**

1. Cohen, S. and Joseph R. Strategic Supply Chain Management: The Five Disciplines for Top Performance. New York: McGraw-Hill, Latest Edition.
2. Chan, C. and Lee, H W. J. Successful Strategies in Supply Chain Management. Hershey, PA: Idea Group Pub, Latest Edition.
3. Gattorna, J. Strategic Supply Chain Alignment: Best Practice in Supply Chain Management. Aldershot, Hampshire, England: Gower, Latest Edition.

**Course Title: Supply Chain management technology and application****Course Code: MGT676**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course aims to impart the knowledge and skills needed to manage the technological aspects in supply chain management systems. Also students will learn technological applications in CRM, SRM and in LRM

**Learning Outcome:** Students will learn major concepts, tools and techniques of application of Information technology in logistics systems and supply chain management systems which in turn enhance their managerial skills to higher levels.

**Unit- A****12 Hours**

Foundations of Supply Chain management, Rise of supply chain management, stages of SCM development, Redefining supply chain management, supply chain competencies, Importance of Information technology, Technology in knowledge, Enterprise technology basics, New technology- SaaS, wireless technology, Global trade management solutions, Business Information system basics, Enterprise business systems foundations, Standard EBS systems, Evolution of internet business, Impact of E-business on supply chain.

**Unit- B****11 Hours**

Lean supply chain management, Components of lean supply chain management, Adaptive supply chains, Demand driven supply networks and their advantages. Customer centric supply chain, Technology application to CRM, CRM and supply chain, new concepts in customer management technologies.

**Unit- C****11 Hours**

Manufacturing in global enterprise, Impact of technology on manufacturing, collaborating product commerce, Managing manufacturing planning functions, supply chain optimization tools, Purchaser and supplier relationship, Strategic sourcing and supply chain management, Internet in supply chain environment, e-SRM marketplace and Exchange management, Future B2B e-marketplaces, Implementation of e-SRM

**Unit- D****11 Hours**

Logistics Resource management, Internet technologies and LRM, Third party logistics network, LRM strategy development, Enterprise strategy modern view, SCM technology deployment and development strategy- Business value proposition, value portfolio, scope of collaboration, resource management, growth management.

**45 Hours****Text Book:**

1. Ross, D. F. and David F. R. Introduction to Supply Chain Management Technologies. Boca Raton: CRC Press/Taylor and Francis, Latest Edition.

**Reference Books:**

1. Poirier, C. C. Using Models to Improve the Supply Chain. Boca Raton, Fla: St. Lucie Press, Latest Edition.
2. Wang, J. *et al.* Information Technologies, Methods, and Techniques of Supply Chain Management. Hershey, PA: Business Science Reference, Latest Edition.



**Course Title: World Class Manufacturing**  
**Course Code: MGT616**

L	T	P	Credits
3	1	0	3

**Course Objective:** The objective of the course is to make students acquaint with manufacturing decisions, operation and production scheduling and quality control parameters which are highly demanded by the industry.

**Learning outcome:**

Students will learn various modern techniques of manufacturing and will be able to understand application of these techniques in an organization.

**Unit- A**

**11 Hours**

Introduction to manufacturing, Strategic decisions in Manufacturing Management, Choice of Technology, Capacity Layout / Automation in Material handling systems Emerging trends Flexible Manufacturing Systems as enablers of low cost strategy – Their implications for Costing Systems

**Unit- B**

**11 Hours**

Aggregate planning and Master Production Scheduling , Materials Requirement Planning (MRP), Manufacturing Resources Planning (MRP – II), Implementation Problems / Indian experience, Quick response systems in Manufacturing Replacement Theory

**Unit- C**

**12 Hours**

Review of Operations Scheduling Process ,Industrial scheduling systems - Job Shop Scheduling, Batch Production Scheduling, Flow Production Line Balancing – Introduction to flexible Manufacturing Systems and World Class Manufacturing Quality control and Quality assurance in manufacturing; Acceptance sampling, Six Sigma, Kaizan, QC Circles, Statistical Process Control.

**Unit- D**

**11 Hours**

Objective of TPM – Total System effectiveness, Break-down maintenance, Preventive Maintenance, Productive Maintenance, Predictive Maintenance, Condition Monitoring System, Maintenance Prevention, Reliability Improvement, Total Employee Involvement and Small Group Activities, FMEA

**45 Hours**

**Reference Books:**

1. Sahay, B S, Saxena, K B. C. and Ashish K. World-class Manufacturing: A Strategic Perspective. New Delhi: Macmillan India, Latest Edition.
2. Panneerselvam, R. Production and Operations Management. New Delhi: Prentice Hall of India, Latest Edition.
3. Kachru, U. Production and Operations Management: Text and Cases. New Dehli: EXCEL BOOKS, Latest Edition.

# **GROUP (E)**

## **Information Technology**

**Course Title: Database Management System using Oracle**  
**Course Code: CSA653**

L	T	P	Cr
4	0	0	2

**Course Objective:** The concepts related to database, database design techniques, transaction management, SQL, PL/SQL and database operations are introduced in this subject. This creates strong foundation for data base creation.

**UNIT – A**

**15 Hours**

**Data Base Concepts**

- Data base vs. file oriented approach, Data Independence
- Data Base Models
- General Architecture of a Data Base Management Software, Components of a DBMS
- Advantages and Disadvantages of DBMS

**Introduction to Data Models**

- Entity Relationship model, hierarchical model
- from network to hierarchical, relational model
- object oriented database, object relational database
- Comparison of OOD and ORD, comparison of network, hierarchical and relational models.

**UNIT– B**

**15 Hours**

**Data Base Design**

- Entities, Attributes, ER Diagrams
- Functional dependencies; Normalization
- Multivalued dependencies, decomposition
- Relational algebra and calculus
- The relational calculus query processor and optimizer, Storage organization for relations.

**Data Base Protection**

- Concurrency, recovery
- Integrity, Protection, essentials of security
- authorization, types of database security

**UNIT– C**

**15 Hours**

**Relational Query Language**

- SQL, client/server architecture
- Technical introduction to Oracle.

**Software Development using SQL**

- SQL data types, Querying database tables
- Conditional retrieval of rows, working with Null values, matching a pattern from the table
- querying multiple tables: Equijoins, Cartesian joins, Outer joins, Self joins;
- Set operator: Union, Intersect, Minus, Nestedqueries

**UNIT– D**

**15 Hours**

**Introduction to PL/SQL**

- The PL/SQL block structure, PL/SQL data types
- Variables and constants, assignment and expressions
- Writing PL/SQL code, cursor management in PL/SQL

- Concept of stored packages
- Database triggers, types of triggers, Dropping triggers, storage of triggers
- Program Design and Development for Inventory, Personnel and Financial Management using Oracle

**Reference Books:**

1. Desai, B.C. An Introduction to Database Systems, Galgotia Publ. Private Ltd, Latest Edition.
2. Date, C.J, Data Base Systems, Vols. I and II, Narosa Publishers, Latest Edition.
3. Silberschatz, K. and Sudarshan. Database System Concepts. McGraw Hill
4. International Editions, Computer Science Series. Latest Edition.
5. Coronel, P. R.C. Data Base Systems, Galgotia Publications (P) Ltd. Latest Edition.

**Course Title: Database Management System using Oracle Laboratory**  
**Course Code: CSA654**

L	T	P	Cr
0	0	4	2

**Course Content:**

Implementation of SQL: DDL, DML, DCL, TCL  
Practice of PL/SQL.

**Course Title: Analysis and Design of Information Systems**  
**Course Code: CSA655**

L	T	P	Credits
3	0	0	3

**Course Objective:** This course provides a comprehensive understanding of the information systems, types of systems, subsystems, management information systems, decision support systems, expert systems, enterprise information systems and decision making and analysis.

## **UNIT-A**

**15 Hours**

### **System and Information Concepts**

- General Model, Types of systems, Subsystems
- Attributes of Information, Evolution of Information Systems, categories of Information Systems, Building and Maintaining Information Systems
- Feedback Control, Systems approach to organization, Law of requisite variety, Control by exception
- Information Concepts, Types of Information, Quality of Information, Value of Information

### **Management Information System**

- Definitions, Role of MIS, MIS in Academics
- Structure of MIS based on management activity and functions System and Information concepts to MIS

## **UNIT-B**

**15 Hours**

### **Decision Support Systems**

- Conceptual Foundations of DSS, Concepts of DSS
- DSS Software, Strategies for DSS, GDSS, and Executive Support System (ESS),
- Fundamentals of Knowledge Management systems, Knowledge Based Decision Support
- DSS Application, Case Study

## **UNIT-C**

**15 Hours**

### **Expert System**

- Basic concepts of Expert System, Structure of Expert System, How Expert System works
- Expert System Application, Comparison of Conventional and Expert System
- Case Study

### **Executive Information and Support Systems**

- Enterprise and Executive Information System, Concept and Definition
- Information needs of Executives, Characteristics and benefits of EIS
- Comparing and Integrating EIS and DSS.

## **UNIT-D**

**15 Hours**

### **Decision Making Systems, Modelling and Analysis**

- Decision Making Definition and Concept, Phases of Decision Making Process
- Modelling Process, Static and Dynamic Models
- Sensitivity Analysis
- Heuristic programming, Simulation

### **Reference Books:**

1. Robert M., Joel E. R. Information Systems for Modern Management, PHI, Latest Edition.
2. Efraim T. Decision Support and Intelligent System, Pearson Education, Latest Edition.
3. Laudon C. K. and Laudon P. J. Management Information Systems, Pearson Education, Latest Edition.
4. Paolo B. and Antonio C. Handbook of Mobile Middleware, Auerbach Publication. Latest Edition.
5. Alter S. Information Systems. Pearson Education, Latest Edition.
6. McNurlin, C.B. and Spargue H. R., Information Systems Management in Practice, Pearson Education, Latest Edition.
7. Rajaraman V. Analysis and Design of Information System, PHI, Latest Edition.

**Course Title: Electronic Commerce**  
**Course Code: CSA656**

L	T	P	Cr
3	0	0	3

**Course Objective:** The course provides the knowledge about Business transactions using new technologies.

**UNIT—A**

**10 Hours**

- Introduction to Electronics Commerce.
- Defining Electronics Commerce, Forces Fueling Electronics Commerce.
- Electronics Commerce Industry Frame Work, Types of Electronics Commerce.
- World Wide Web and Its Applications:-Brief History and Introduction of WWW, The Web and The Electronics commerce.
- Key Concepts Behind web, Web and Database Integration, Webs ofware Development Tools (HTML, XML, UML, Java Script, VB Script, ASP, JSP).
- Multimedia Web Extensions (VRML, Real Audio, Internet and Web Based Tech3. Firewalls and Transaction Security.

**UNIT—B**

**15 Hours**

- Introduction to Firewalls and Network Security (Types, Policies and Management).
- Transaction Security, Encryption and Transaction Security, The Comparison of Encryption Methods.
- Security in WWW (Netscape's Secure Socket Layer, Security and Online Web Based Banking).
- Electronic Payment Systems:-Overview of the Electronics payment technology.
- Electronics cash, Electronics checks, online credit cards based system
- Other emerging financial instruments.

**UNIT—C**

**13 Hours**

- Electronics Commerce and banking ,Home Banking
- Banking via the PC using Internet/Intranet, Banking via online services, Banking via Web.
- Electronics Commerce and Retailing, Changing Retail industry dynamics and technology improvements in Electronics retailing, Mercantile models from consumers perspective, Directories and search engines.
- Supply Chain Management Fundamentals and Management of Supply Chains, Supply Chain Application Software Ad Its Future.

**UNIT—D**

**7 Hours**

- Roadmaps to E-Business
- Challenges and strategy creation, Roadmaps to E-Business
- Translating E-Business strategy into action
- Beginning of a virtual factor
- E-business blueprint creation, E-Business project planning checklist, an execution blueprint.
- Failures of E-Business Initiatives.



**Reference Books:**

1. Ravi K. E-Business - Roadmap for Success, Addison Wesley, Pearson Education Asia. Latest Edition.
2. David K. Electronic Commerce, Microsoft Press. Latest Edition.
3. Ravi K. and Andrew B. W. Electronic Commerce, Addison Wesley. Latest Edition.

**Course Title: Computer Networks and its Algorithms**  
**Course Code: CSA657**

L	T	P	Cr
3	0	0	3

**Course Objective:** As part of this course, students will be introduced to computer networks and data communication paradigms, about network models and standards, network protocols and their use, wireless technologies.

**UNIT– A**

**18 Hours**

**Introduction to Data Communication**

- Components of Data Communication, Data Representation
- Transmission Impairments, Switching, Modulation, Multiplexing

**Review of Network Hardware**

- LAN, MAN, WAN
- Wireless networks, Internetworks

**Review of Network Software**

- Layer, Protocols, Interfaces and Services

**Review of Reference Models**

- OSI, TCP/IP and their comparison

**Physical Layer**

- Transmission Media: Twisted pair, Coaxial cable, Fiber optics
- Wireless transmission (Radio, Microwave, Infrared)
- Introduction to ATM, ISDN
- Cellular Radio and Communication Satellites

**UNIT– B**

**15 Hours**

**Data Link Layer**

- Framing, Error control, Sliding window protocols (one bit, Go back n, selective repeat)
- Examples of DLL Protocols–HDLC, PPP

**Medium Access Sub layer**

- Channel Allocation, MAC protocols – ALOHA, CSMA protocols
- Collision free protocols, Limited Contention Protocols
- Wireless LAN protocols
- IEEE 802.3, 802.4, 802.5 standards and their comparison

**Bridges**

- Transparent, source routing, remote

**UNIT– C**

**15 Hours**

**Network Layer**

- Design Issues, Routing Algorithms (Shortest Path, Flooding, Distance Vector, Hierarchical, Broadcast, Multicast)
- Internetworking, IP Protocol, ARP, RARP.

**Network Trouble Shooting**

- Using Ping, Traceroute, IP config, Netstat, nslookup etc.

**UNIT– D**

**12 Hours**

**Transport Layer**

- Addressing, Establishing and Releasing Connection
- Flow Control, Buffering
- Internet Transport Protocol (TCP and UDP).
- Congestion Control Algorithms (Leaky bucket, Token bucket, Load shedding)

**Application Layer**

- Domain name system, Email, File transfer protocol
- HTTP, HTTPS, World Wide Web.

**Reference Books:**

1. Andrew S. T. Computer Networks, PHI. Latest Edition.
2. Forouzan B. A. Data Communications and Networking, Tata McGraw Hill. Latest Edition.
3. William S. Computer Communications Data. PHI. Latest Edition.
4. Bary N. Introduction to Networking, PHI. Latest Edition.

**Course Title: Object Oriented Programming**  
**Course Code: CSA658**

L	T	P	Cr
4	0	0	2

**Course Objective:** This course will expose you to the features in C++, which help you design software using the object oriented programming concepts such as inheritance, encapsulation, polymorphism, exception and file handling.

**UNIT – A**

**18 Hours**

**Introduction**

- Evolution of OOP, OOP features of C++
- Characteristics of object oriented language – objects, classes, inheritance, reusability, user defined data types, polymorphism, overloading
- Comparison of C with C++.

**Class Concepts**

- Class and Objects, Inline functions, Static data members and member functions
- ReadOnly objects, Pointers, Dynamic memory allocation and deallocation
- Constructors and Destructors
- Dynamic objects, array of pointers to object, Pass by value vs. Pass by Reference
- Local and Global class, nested and empty class, preprocessor directives, namespace.

**Console I/O**

- Hierarchy of console stream classes
- Unformatted and formatted I/O operations, Manipulators

**UNIT– B**

**12 Hours**

**Operator Overloading**

- Overloadable operators, overloading unary and binary arithmetic and relational operators
- Overloading subscript, array, insertion, extraction, new and delete operators.

**Friend Function and Type Conversion**

- Friend function, Function overloading, overloading operators through friend function
- Basic type conversion, conversion between Objects and Basic Types
- Conversion between objects of different classes

**UNIT– C**

**15 Hours**

**Inheritance**

- Derivation Rules, Different forms of inheritance
- Roles of constructors and destructors in inheritance.

**Virtual Functions**

- Virtual functions and their needs, Pure virtual function
- Virtual destructor, virtual derivation, abstract class.

**UNIT– D**

**15 Hours**

**Generic Programming and Exception Handling**

- Template functions, Template class

- Exception handling features of C++

### **File Handling**

- Hierarchy of File Stream classes, Opening and Closing files
- File modes, testing for errors
- File pointers and their manipulations, ASCII and Binary files
- Sequential and Random access files

### **Reference Books:**

1. Bjarne S. The C++ Programming Language. Pearson Education. Latest Edition.
2. Robert L. Object Oriented Programming in C++. Sams Publishing, Latest Edition.
3. Balaguruswami E. Object Oriented Programming in C++. Tata McGrawHill. Latest Edition.
4. Lippman, T. W., C++ Primer, AddisonWesley. Latest Edition.
5. Herbert S., C++The Complete Reference. Tata McGrawHill. Latest Edition.

**Course Title: Object Oriented Programming Laboratory****Course Code: CSA659**

L	T	P	Cr
0	0	2	1

- Implementation of OOP concepts using C++
- Write program in 'C++' language
- Using input and output statements
- Using control statements.
- Using functions.
- Using array
- Using Classes and implementation of Constructor and Destructor.
- Using files.
- Using OOP's Concepts (Inheritance, Polymorphism, Encapsulation, Friend and Static Functions, Exception Handling)

**Course Title: Software Project Planning and Management**  
**Course Code: CSA660**

L	T	P	Cr
3	0	0	3

**Course Objective:** This course provides the understanding of software project planning, various software process models, system design analysis, various testing techniques and software engineering tools.

#### **UNIT-A**

**15 Hours**

##### **Introduction**

- Software Engineering goals, Characteristics, Components Applications
- Software Process Models: Waterfall, Spiral, Prototyping, Fourth Generation Techniques
- Concepts of Project Management, Role of Metrics And Measurement
- Software requirements, Definition, Software requirements specifications (SRS), Components of SRS.
- Software engineering features (data abstraction exception handling and concurrency mechanism).

##### **Software Project Planning**

- Objectives, Decomposition Techniques: Software Sizing, Problem Based Estimation
- Process Based Estimation, Cost Estimation Models: COCOMO Model, The Software Equation

#### **UNIT-B**

**15 Hours**

##### **System Analysis**

- Principles of Structured Analysis, Requirement Analysis
- DFD, Entity Relationship Diagram, Data Dictionary

##### **Software Design**

- Objectives, Principles, Concepts
- Design Mythologies: Data Design, Architecture Design
- Procedural Design, Object–Oriented Concepts

#### **UNIT-C**

**15 Hours**

##### **System Administration and Training**

- User manual, Implementation Documentation, Operation plan and maintenance

##### **Hardware and Software Selection**

- Hardware acquisition, Benchmarking, Vendor selection, Software selection, Performance and acceptance criteria, Site preparation

#### **UNIT-D**

**15 Hours**

##### **Testing Fundamentals**

- Objectives, Principles, Testability
- Test Cases: White Box and black box Testing

- Testing Strategies: Verification and Validation
- UNIT Test, Integration Testing, Validation Testing ,System Testing
- Software documentation procedures, Software reliability and quality assurance. Quality Matrics and software models
- Software maintenance and configuration management

#### **Software engineering tools and environment**

- International software engineering standards and their relevance
- Case studies in software engineering

#### **Reference Books:**

1. Fairley, R.E., Software Engineering Concepts, McGraw Hill. Latest Edition.
2. Lewis, T.G., Software Engineering, McGraw Hill. Latest Edition.
3. Sergio F.O and Gruia-Catalin R., Advanced Software Engineering, Springer Science and Business Media. Latest Edition.
4. Pressman, Software Engineering, Tata McGraw Hill. Latest Edition.
5. Doug Bell, Ian Murrey and John Pugh, Software Engineering: A Programming. Prentice Hall. Latest Edition.
6. Meyers, G., The Art of Software Testing, Wiley-Inter-Science. Latest Edition.
7. Sommerville, Ian, Software Engineering, Addison Wesley, Latest Edition.



**Course Title: Web Designing using ASP.NET**

**Course Code: CSA661**

L	T	P	Cr
4	0	0	2

**Course Objective:**

- To build web applications using ASP and client side script technologies use with Microsoft's IIS.
- To build XML applications with DTD and style sheets that span multiple domains ranging from finance to vector graphics to genealogy for use with legacy browsers.

**UNIT—A**

**15 Hours**

**Introduction to Three-Tier Architecture**

- Overview of .NET Framework , Common Language Runtime (CLR)
- The .NET Framework Class Library, familiarization with visual studio .NET IDE, Design Window, Code Window, Server.
- Explorer, Toolbox, Docking Windows, Properties Explorer, Solution Explorer, Object Browser, Dynamic Help, Task List Explorer.
- Features of VS.NET, XML Editor, Creating a Project, Add Reference, Build the Project, Debugging a Project.

**UNIT—B**

**15 Hours**

**Introducing C# Programming**

- Introduction, Basic Language Constructs, Types (Reference and Value, Relations Between Types)
- Delegates, Generics, Collections
- Strings , Exceptions, Threads , Networking

**UNIT—C**

**15 Hours**

**Windows Forms, Adding Controls**

- Adding An Event Handler, Adding Controls at Runtime
- Attaching An Event Handler at Runtime, Writing a Simple Text Editor, Creating a Menu Adding a New Form,
- Creating a Multiple Document Interface, Creating a Dialog Form Using form Inheritance, Adding a Tab-Control, Anchoring Controls,
- Changing the Startup Form, Connecting The Dialog, Using Listview and Treeview Controls,
- Building an Image list and add Them To The Listview, Using Details inside The Listview,
- Attaching A Context Menu, Adding a Treeview, Implementing Drag And Drop, Creating Controls at Run Time, Creating a User Control, Adding a Property, Adding Functionality,
- Writing a Custom Control, Testing the Control.

**UNIT—D**

**15 Hours**

**ADO.NET Architecture**

- Understanding the Connectionobject
- Building the Connection String, Understanding the

Commandobject,

- Understanding Datareaders, Understanding Datasets and Dataadapters, Datatable, DataColumn, DataRow
- Differences between Datareader Model and Dataset Model, Understanding the DataViewobject, Working with System.Data.OleDb
- Using Datareaders, Using Datasets, Working with SQL.NET, Using Stored Procedures, Working With Odbc.NET, Using DSN Connection

#### **Introducing The ASP.NET Architecture**

- ASP.NET Server Controls, Working with User, Controls, Custom Controls, Understanding the Web.Config File, Using the Global.asax Page

#### **Reference Books:**

1. Paul J. D. and Harvey M. D., C# 2010 for Programmers, Pearson Education. Latest Edition.
2. Imar S., Beginning ASP.NET 4: in C# and VB (Wrox), Paperback Edition
3. George S., Microsoft ASP.NET 4 Step by Step (Microsoft), Paperback Edition
4. Sams S. M., Teach Yourself ASP.NET 4 in 24 Hours, Complete Starter Kit

**Course Title: Web Designing using ASP.NET Laboratory**  
**Course Code: CSA662**

L	T	P	Cr
0	0	2	1

- Implementation of ASP.NET classes and Tools
- Connectivity with database

**Course Title: Operating Systems**  
**Course Code: CSA663**

L	T	P	Cr
3	0	0	3

**Course Objective:** To understand and learn the fundamentals of Operating System including dealing with memory management, process management, CPU scheduling, deadlocks and file management.

**UNIT – A**

**15 Hours**

**Introduction to Operating System**

- OS, History of OS, Types of OS
- Functions/operations of OS, User services/jobs, system calls
- Traps, architectures for operating systems

**CPU Scheduling**

- Process states, virtual processors
- interrupt mechanism, scheduling algorithms
- Preemptive scheduling and Non-Preemptive scheduling

**UNIT– B**

**18 Hours**

**Process Management**

- Process overview, process states and state transition
- Levels of schedulers and scheduling algorithms
- Process Synchronization Critical section and mutual exclusion problem
- Classical synchronization problems, deadlock prevention. Multithreading.

**System Deadlock**

- Deadlock characterization, Deadlock prevention and avoidance
- Deadlock detection and recovery, practical considerations

**UNIT – C**

**15 Hours**

**Storage Management**

- Storage allocation methods: Single contiguous allocation
- Multiple contiguous allocation

**Memory Management**

- Paging, Segmentation combination of Paging and Segmentation
- Virtual memory concepts, Demand Paging, Page replacement Algorithms
- Thrashing. Address Protection, segmentation, virtual memory, paging
- Page replacement algorithms
- 
- cache memory, hierarchy of memory types, associative memory.

**UNIT– D**

**12 Hours**

**File Management**

- Overview of File Management System
- Disk Space Management, Directory Structures
- Protection Domains, Access Control Lists, Protection Models

**Device Management**

- Goals of I/O software, Design of device drivers, Device scheduling

policies

### **Multiprogramming System**

- Queue management, File and directory systems, disk scheduling: FCFS, SSTF, SCAN, CSCAN, LOOK, CLOOK

### **Reference Books:**

1. Silberschatz G., Operating System Concepts, Addison Wesley. Latest Edition.
2. Crowley, Operating Systems: A Design Oriented Approach, Tata McGraw Hill. Latest Edition.
3. Donovan J.J, Systems Programming, New York, McGraw Hill. Latest Edition.
4. Dhamdhere, D.M, System Programming and Operating Systems, Tata McGraw Hill. Latest Edition.
5. Madnick and Donovan, Operating System, McGraw Hill. Latest Edition.
6. Leland L. B., System Software, San Diego State University, Pearson Education. Latest Edition.
7. Henson P.B., Operating System Principles, Prentice Hall. Latest Edition.
8. Tenenbaum, A.S., Operating System: Design and Implementation, PHI. Latest Edition.

**Course Title: Wireless Technologies**  
**Course Code: CSA664**

L	T	P	Cr
3	0	0	3

**Course Objective:** To familiarize students with wireless technology, wireless networking, wireless architecture, wireless applications.

#### **UNIT-A**

**15 Hours**

##### **Introduction**

- Differences between wireless and fixed telephone networks
- Evolution of wireless networks
- Examples of Wireless Communication Systems: Paging Systems, Cordless Telephone Systems, Cellular Telephone Systems
- Comparison of common Wireless Communication systems
- Traffic routing in wireless networks: circuit switching and packet switching.

#### **UNIT-B**

**15 Hours**

##### **Wireless Local Area Networks**

- Introduction
- WLAN topologies requirements
- Working and function of physical layer and MAC layer
- IEEE standards for wireless networks
- Wi-Fi
- Bluetooth
- WiMax.

#### **UNIT-C**

**15 Hours**

##### **Wireless Internet**

- Mobile IP components
  - Process of agent discovery
  - Registration and de-registration
  - Care-of-address
  - Concept of tunnelling
  - Limitations of Mobile IP
- Introduction to micro-mobility protocols.

#### **UNIT-D**

**15 Hours**

##### **Ad Hoc Wireless Networks**

- Introduction
- Challenges in ad hoc networks: spectrum allocation, media access, routing, multicasting, energy efficiency, security and privacy
- Problems in ad hoc channel access
- Receiver-initiated MAC protocols
- Sender-initiated MAC protocols and existing ad hoc MAC protocols,
- Ad hoc routing protocols: Destination sequenced distance vector (DSDV)
- Ad hoc on demand distance vector routing (AODV), Dynamic source routing (DSR), Temporally ordered routing algorithm (TORA).

**Reference Books:**

1. Pahlavan and Krishnamurthy, Principles of Wireless Networks, Prentice Hall, Latest Edition.
2. Schiller J, Mobile Communications, Addison-Wesley, Latest Edition.
3. Jerry D. Gibson, The Mobile Communications Handbook, C R C Press, Latest Edition.
4. Held, G. Data over Wireless Networks, McGraw-Hill, Latest Edition.
5. Blake, Wireless Communication Systems, Cengage Learning, New Delhi. Latest Edition.

**Course Title: Data Mining and Warehousing**  
**Course Code: CSA665**

L	T	P	Cr
3	0	0	3

**Course Objective:** To introduce the concepts and techniques of data mining and data warehousing, including concept, principle, architecture, design, implementation, applications of data warehousing and data mining.

#### **UNIT-A**

**15 Hours**

##### **Introduction**

- Basic Systems Concepts, Elements (Components) of System, Characteristics of System, Types of Systems, System Approach.
- Information Systems: Definition and Characteristics, Types of Information, Role of Information in Decision - Making, Levels of Management.
- Introduction to different kinds of Information Systems: ESS, EIS, DSS, MIS, KWS, TPS, OAS and EDP

##### **Data Warehousing Architecture**

- Design and Construction of Data-Warehouses, Three-Tier Data Warehouse Architecture
- Data content, metadata, distribution of data
- Tools for Data Warehousing, Crucial decisions in Designing a Data Warehouse

#### **UNIT-B**

**12 Hours**

##### **Data Mart**

- Types of Data Marts, Loading a Data Mart, Metadata for a data Mart
- Data Model for a Data Mart, Maintenance of a Data Mart
- Software components for a Data Mart, Tables in Data Mart, External Data, Performance issues
- Monitoring requirements for a Data Mart, Security in Data Mart.

#### **UNIT-C**

**15 Hours**

##### **OLTP and OLAP Systems**

- Data Modelling, Star Schema for multidimensional view, multi fact star schema
- Types of OLAP Servers: ROLAP, MOLAP, HOLAP
- Efficient Computation of Data Cubes, Indexing OLAP Data
- Efficient Processing of OLAP Queries, Categories of OLAP tools
- Metadata Repository, Data Warehouse Back-End Tools and Utilities

#### **UNIT-D**

**18 Hours**

##### **Data Mining**

- Basic Concepts; From Data Warehouse to Data Mining
- Steps of Data Mining Process, Types of Data Mining Tasks
- Data Mining Techniques: Predictive Modeling, Database



Segmentation, Link Analysis, Deviation Detection in details

- Data Mining Algorithms Viz. Classification
- Association Rules and Clustering, Database Segmentation
- Data Mining Query Languages, Applications and Trends in Data Mining

#### **Reference Books:**

1. Inmon, W. H., Building the Data Warehouse, John Wiley. Latest Edition.
2. Inmon, W. H., Data Warehousing and Knowledge Management, John Wiley. Latest Edition.
3. Romez E. and Shamkant B. N., Fundamentals of Database Systems, Pearson Education. Latest Edition.
4. Inmon, W.H., C. L. Gassey, Managing the Data Warehouse, John Wiley. Latest Edition.
5. Fayyad, Usama M., Advances in Knowledge Discovery and Data Mining, MIT Press, Latest Edition.
6. Silberschatz, Korth, Sudershan , Database System Concepts, McGraw Hill, Latest Edition.

**GROUP (F)**  
**Insurance and Banking**

**Course Title: Regulatory Framework for Banking and Insurance**  
**Course Code: MGT646**

L	T	P	Credits
3	1	0	3

**Course Objective:** This course involves a study of laws related to banking and insurance industries. It will equip the students to work comfortably in banking and insurance industry.

**Learning Outcomes:** After studying this course, students will be able to understand how the banking and insurance industries are affected by legal environment and learner will be equipped with abilities to understand these laws and reflect on current legal issues.

Unit – A	Hours
• Relationship between banker and customer	1
• Law and procedure governing banking instruments	2
• Management of assets- liabilities in commercial bank	2
• Lending policies, Risk and profitability planning	2
• Law relating to Banking Regulation	3
• bankers' book evidence	1
• Recovery of debts due to banks and financial institutions.	2
<b>Unit- B</b>	
• Insurance Legislation In India and Insurance Act, 1938	3
• IRDA Functions and Insurance Councils, Licencing	3
• Regulation on Conduct of Business	2
• Life insurance- law relating to Life Insurance, general principles of life insurance contract	2
• proposals and policy	1
• assignment and nomination	1
• title and claims, concept of trusts in life policy	1
• Life Insurance Corporation - role and functions.	1
<b>Unit- C</b>	
• General insurance: law relating to general insurance	3
• different types of general insurance	1
• general insurance and life insurance	1
• nature of fire insurance; various types of fire policy; subrogation; double insurance; contribution; proximate cause; claims and recovery	3

## **Unit- D**

- Accident and motor insurance: Nature, disclosure, terms and conditions 2
- claims and recovery, third party insurance, compulsory motor vehicle insurance, accident insurance 3
- Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc 2
- public liability insurance; emergency risk insurance 2
- Accident and motor insurance: Nature, disclosure, terms and conditions 2
- Claims and recovery, third party insurance; compulsory motor vehicle insurance, accident insurance 2
- Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc; 2

**45 Hours**

### **Text Book:**

1. ICSI, Banking and Insurance: Law and Practice, Taxmann. Latest Edition.

### **Reference Books:**

2. Gordon, E, and K Natarajan. Banking: Theory, Law and Practice. Mumbai: Himalaya Pub. House, Latest Edition.
3. Shekhar, K C. Banking Theory and Practice: (law and Foreign Exchange). New Delhi: Vikas Pub. House, Latest Edition.

**Course Title: Principles and Practices of Banking**  
**Course Code: MGT647**

L	T	P	Credits
3	1	0	3

**Course Objective:** To enable the students with the basic principles of Banking sector and throw a light on the changing environment of banking principles, practices and governance.

**Learning Outcomes:** After the completion of the course Students will be able to use the banking services and can provide their own services to banks as well.

<b>SECTION – A Banking and types of Banks</b>	<b>Hours</b>
• Introduction to Indian Banking System	2
• Historical aspects of Banking in India, Structure of Commercial Banks	2
• Private Sector Banks	2
• Public Sector Banks	1
• Foreign Banks	1
• Categories and Features of Co-operative Banks	2
• Introduction to Regional Rural Banks	2
<b>Section B: Customer Relationship and Types of Banking Sectors</b>	
• Banker-Customer Relationship	1
• Debtor-Creditor Relationship	1
• Bank as a Trustee	2
• Anti-Money laundering, Deposit Products or Services	2
• Payment and Collection of cheques and other negotiable instruments.	3
• Types of Banking Sectors	2
• Introduction to Retail Banking, Retail Banking Products,	1
• , Introduction to Wholesale Banking and International Banking,	2
• Wholesale Banking Products, Financial Intermediaries	1
<b>Section C: Asset - Liability Management</b>	
• Definition of assets and liabilities	1
• Asset liability mismatch on the grounds of locations, maturity, return and currency Risks	2
• Liquidity risk, Interest rate risk, Pre-mature withdrawal and pre-payment risk, Price Risk, Foreign exchange and sector based risk	1
• RBI guidelines for asset and liability management.	1

• Management of loan portfolio with special reference to Non Performing Assets	3
• Definition of NPA, Income Recognition and Asset Classification Norms (IRAC Norms)	1
<b>Section D: principles Regarding lending and Assurance</b>	<b>2</b>
• Loans and Advances: Principles of lending, Different types of loans,	1
• Credit appraisal techniques, Credit management and credit monitoring.	3
• Bank Assurance: Benefits for banks and insurance companies	1
<b>Total</b>	<b>45 Hours</b>

**Text Book:**

1. Desai, V., Indian Banking: Nature and Problems. Bombay: Himalaya Pub. House, Latest Edition.

**Reference Books:**

1. Whittlesey, C.R. Principles and Practices of Money and Banking. New York: Macmillan Co, Latest Edition.
2. Heffernan, S. A. Modern Banking. Chichester, West Sussex, England: John Wiley and Sons, 2005. Edition.

**Course Title: Insurance and Risk Management**  
**Course Code: MGT648**

L	T	P	Credits
3	1	0	3

**Course Objective:** This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides, the students will be in a position to understand principles of insurance and its usefulness in business, along with its regulatory framework.

**Learning Outcomes:** After the completion of the course Students will be able to understand the concepts of Insurance and risk and manage risk properly.

<b>Section A: Basics of Insurance</b>	<b>Hours</b>
• Concept of Insurance	2
• Need for Insurance	2
• Globalization of Insurance Sector	1
• Reinsurance, Co-insurance, Assignment. Endowment	4
<b>Section B: Life and General insurance</b>	
• Principles Applicable to life Insurance	1
• Life Insurance Products: Introduction, Traditional insurance products	1
• ULIPs: Linked Life Insurance Products, Types, recent trends	1
• Principles of General Insurance	2
• General Insurance products: Introduction and Classification of Products.	2
• Reinsurance: Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance.	3
<b>Section C: Tools for Insurance Management</b>	2
• Control of Malpractices	3
• Negligence,	2
• Loss Assessment and Loss Control	2
• Exclusion of Perils, Actuaries, Computation of Insurance Premium.	3
• Regulatory Framework of Insurance: Role, Power and Functions of IRDA	3
• Composition of IRDA, IRDA Act'1999	2

**Section D: Risk Management**

• Concept of Risk	1
• Types of Risk	1
• Managing Risk	2
• Sources and Measurement of Risk,	1
• Risk Evaluation and Prediction	1
• Disaster Risk Management	1
• Risk Retention and Transfer	2
	<b>45 Hours</b>

**Text Book:**

1. Dorfman, Mark S. Introduction to Risk Management and Insurance. Englewood Cliffs, N.J: Prentice-Hall, Print.

**Reference Books:**

1. All the three modules of Insurance and Risk Management by Institute of Chartered Accountants of India
2. Vaughan, Emmett J, and Curtis M. Elliott. Fundamentals of Risk and Insurance. Santa Barbara: Wiley, Latest Edition.



**Course Title: Marketing of Banking and Insurance services**  
**Course Code: MGT649**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course aims at to acquaint the students with the various aspects of Marketing of banking and insurance services.

**Learning Outcomes:** At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional marketing environments; research, define and evaluate markets for given banking and insurance services; match them with corresponding markets, and outline appropriate marketing strategies.

Unit – A	Hours
<b>Concept of marketing in financial services sector:</b> Critical aspects of Marketing of Financial Services, Marketing Mix, Market Segmentation.	6
<b>Concept of Relationship Marketing:</b> Relationship marketing of Financial Services, Types of relationships.	7
<b>Consumer Behaviour in Financial Services:</b> Understanding Consumer Needs, Defining goals and objectives, Purchase process of Services, Components of customer expectations.	5
<b>Unit – B</b>	
<b>Designing the Communication Mix for Financial Services:</b> Various communication challenges, Educational and Promotional objectives, Advertising and communication – advertising as a communication process, medias of advertisements-Drafting of statutory advertisements for public issue of shares etc.	6
<b>Pricing and Revenue Management:</b> Objectives of Pricing Strategies, The Pricing Tripod, Total cost of service.	4
<b>Unit – C</b>	
<b>Service Environment:</b> Planning a Service Environment, Selection of Environmental design elements, Impact of Service Environment on Customers.	5
<b>Customer Feedback:</b> Aspects of Customer Feedback, Importance, Impact on Retention, Building a customer feedback system.	4
<b>Unit – D</b>	
<b>Role of Technology in Marketing of Financial Services:</b> Role of Internet, E-Banking, Using websites for Service Delivery, Concept of CRM.	4
<b>Ethics in Marketing:</b> Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole, Unethical behaviour in financial services marketing: fraud, misrepresentation, mis-selling, misleading information, discrimination.	4
	<b>45 Hours</b>

**Reference Books:**

1. Harrison, T. Financial Services Marketing. Harlow, England: Pearson Education, Latest Edition.
2. Kotler, P., and Gary A. Principles of Marketing. Englewood Cliffs, N.J: Prentice Hall, Latest Edition.
3. Meidan, A. Marketing Financial Services. Basingstoke: Macmillan Business, Latest Edition. .

**Course Title: Corporate Banking**  
**Course Code: MGT650**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course aims to enable the students to acquire the Knowledge of Bank Management.

**Learning Outcomes:** After the completion of the course Students will be able to understand the scenario for management of Banks.

<b>Section A: Overview of Commercial Banking in India</b>	<b>Hours</b>
• Role and Functions of Commercial Banks	2
• Indian Banking in Pre-Nationalisation and Post-nationalisation Phases	2
• Indian Banking in Pre-Nationalisation and Post-nationalisation Phases	1
• Banking Sector Reforms and their Implications on Indian Banking Sector	1
• Changing Role of Indian Banks	2
• Reforms and Restructuring of Bank Management	1
• Management of Private Sector Banks and Public Sector Banks	1
<b>Section B: Functions of Bank Management</b>	
• Planning, Organising, Directing, Coordinating, Controlling	3
• Hierarchy of Management and functions at Each Level – Strategic Planning in Banks	2
• Budgeting in Banks	3
• RBI and its Role in Bank Management and Regulation,	2
• Prevention of Money laundering Act, 2002.	3
<b>Section C: Credit Management in Banks</b>	
• Principles of Sound Bank Lending	3
• Loan Policy	2
• Credit Appraisal and Credit Decision Making	1
• Monitoring and Review of Loan Portfolio	3
• Management of Non-Performing Assets (NPAs)	3
• Debt Restructuring	1
<b>Section D: Bank's Investment Policy</b>	
• SLR Requirements	2
• Nature and Significance of Investment Management in Commercial	1

## Banks

- Fundamental Principles of Security Investment 2
- Reviewing Investment Portfolio 2
- Organisation of Investment Function in Bank. 3

**45 Hours**

### **Text Book:**

1. General Bank Management, Indian Institute of Banking and Finance, Macmillan.  
Latest Edition.

### **Reference Books:**

- 1 Khan, M Y. Indian Financial System: Theory and Practice. New Delhi: Vikas, Latest Edition.
- 2 Vohra, M. Indian Financial System. New Delhi: Anmol Publ, Latest Edition.

**Course Title: Foundations of Actuarial Sciences**  
**Course Code: MGT682**

L	T	P	Credits
3	1	0	3

**Course Objective:** The course aims at training the students in valuations of actuarial sciences for insurance services.

**Learning Outcomes:** After the completion of the course Students will be able to understand, calculate the premiums and claims for insurance business.

**Unit-A Interest and Annuities Hours**

- Meaning and need of Interest and Annuities for Actuarial Valuations 2
- Simple and Compound Interest, Compound Interest Table, Present Value ,Nominal and Effective Rates of Interest, Discount and Discounted Value, Varying Rates of Interest, Equation of Value, Equated Time of Payment 3
- Present Value of Immediate Annuity, Accumulated Value of Annuity , Present Value and Accumulated Value of Deferred Annuity 4
- Introduction, Increasing Annuity, Varying Rate of Interest, Decreasing Annuity. 3

**Unit B: Redemption, Investment Yield Probability and Mortality**

- Introduction – Repayment of Loan by uniform instalments – Redemption of Loan by Sinking Funds 2
- Capital Redemption Policies – Office Premium – Surrender Value. 2
- Introduction – Nominal and Effective rate of Interest 2
- Weighted rate of return, time weighted rate of return, Linked internal rate of return 2
- General Definitions of Probability – Properties – Permutations and Combinations. 2
- Introduction – Different Mortality Functions 2

**Section C: Life Assurance Premiums and Annuities**

- General Considerations 2
- Assurance Benefits 3
- Pure Endowment Assurance 1
- Endowment Assurance 1
- Term Assurance 1

• Whole Life Assurance	1
• Introduction Commutation Function	1
• Deferred Life Annuities Temporary Immediate Life Annuity	1
• Variable Life Annuity and Increasing Life Annuity	3

#### **Section D: Net Premium Assurance and Annuity plans**

• Natural Premiums	1
• Level Annual Premium	3
• Symbols for Level Annual Premium	3
• Consequences of Charging Level Premium	1
• Consequences of Withdrawals.	2

**45 Hours**

#### **Reference Book:**

- 1 Supplements issued by insurance Institute of India “Foundations of Actuarial Sciences, Chapter 1 to 15.
- 2 Foundations of Casualty Actuarial Science. New York, NY: Casualty Actuarial Society, Latest Edition.

**Course Title: Management of Banking and Insurance Operations****Course Code: MGT683**

L	T	P	Credits
3	1	0	3

**Course Objective:** This course involves a study of laws related banking and insurance industries. It will equip the students to work comfortably in banking and insurance industry.

**Learning Outcomes:** After studying this course, students will be able to understand how the banking and insurance industries are affected by legal environment and learner will be equipped with abilities to understand these laws and reflect on current legal issues.

**Unit – A (Banking Introduction) Hours**

- Relationship between banker and customer 1
- Law and procedure governing banking instruments 2
- Management of assets- liabilities in commercial bank 2
- Lending policies, Risk and profitability planning 2
- Law relating to Banking Regulation 3
- bankers' book evidence 1
- Recovery of debts due to banks and financial institutions. 2
- New Banking Practices- Bancassurance, Green Banking, financial Inclusion

**Unit- B (Banking Operations)**

- General Bank Operations(Front End Operations and Back Office Operations) 4
- Concept of Clearing System 3
- Deposit mobilization - Documentation 5
- International Banking 2

**Unit- C (Insurance Introduction)**

- Life insurance- law relating to Life Insurance, general principles of life insurance contract, proposals and policy, assignment and nomination, title and claims, concept of trusts in life policy, Life Insurance Corporation - role and functions. 3
- General insurance: law relating to general insurance, different types of general insurance, general insurance and life insurance, nature of fire insurance; various types of fire policy; subrogation; double insurance; contribution; proximate cause; claims and recovery 2

- Accident and motor insurance: Nature, disclosure, terms and conditions; claims and recovery, third party insurance, compulsory motor vehicle insurance, accident insurance, Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc, public liability insurance; emergency risk insurance 2

#### **Unit- D (Insurance Operations)**

- Documentation 5
- Claim Settlement 6

**45 Hours**

#### **Text Book:**

1. ICSI, Banking and Insurance: Law and Practice, Taxman. Latest Edition.

#### **Reference Books:**

1. Gordon, E, and Natarajan K., Banking: Theory, Law and Practice. Mumbai: Himalaya Pub. House, Latest Edition.
2. Whittlesey, C. R. Principles and Practices of Money and Banking. New York: Macmillan Co, Latest Edition.



**Course Title: Underwriting and Claim Management in Insurance**  
**Course Code: MGT684**

L	T	P	Credits
3	1	0	3

**Course Objective:** Students will learn the mechanism of underwriting and claims settlement so that they can understand the conceptual framework of underwriting of insurance.

**Learning Outcomes:** After studying this course, students will be able to develop an understanding of conceptual framework of underwriting of insurance.

Unit – A	Hours
<ul style="list-style-type: none"> <li>Underwriting- Meaning, functions, importance. insurance – Profile of an Underwriter , Types of Underwriter</li> </ul>	4
<ul style="list-style-type: none"> <li>Risk selection Classification and Rating, Retentions and Reinsurance</li> </ul>	5
<ul style="list-style-type: none"> <li>Underwriting Philosophy and Guidelines</li> </ul>	3
<ul style="list-style-type: none"> <li>Organisation of underwriting</li> </ul>	3
<b>Unit- B</b>	
<ul style="list-style-type: none"> <li>Underwriting Information, underwriting Decision</li> </ul>	2
<ul style="list-style-type: none"> <li>Methodology and Procedures of Underwriting</li> </ul>	5
<ul style="list-style-type: none"> <li>Structure of underwriting portfolio</li> </ul>	3
<b>Unit- C</b>	
<ul style="list-style-type: none"> <li>Underwriting Policy and Practice</li> </ul>	3
<ul style="list-style-type: none"> <li>Rate Making</li> </ul>	3
<ul style="list-style-type: none"> <li>Budgeting and Monitoring Results of Underwriting</li> </ul>	2
<b>Unit- D</b>	
<ul style="list-style-type: none"> <li>Claims- Meaning, Classification, Claims Procedure and Claimants, Claims Procedure and the Insurer</li> </ul>	4
<ul style="list-style-type: none"> <li>Claims Settlements and Disputes, Claims Management Systems and Organization Structure</li> </ul>	4
<ul style="list-style-type: none"> <li>Claims Cost and Cost Effective Settlement</li> </ul>	4
	<b>45 Hours</b>

**Reference books:**

1. Briys, E, and François, V., Insurance: From Underwriting to Derivatives : Asset Liability Management in Insurance Companies. Chichester [England], John Wiley, Latest Edition.
2. Allan, I. Insurance Claims, Damaged Equipment: Your Guidebook to Heavy Equipment and Truck Claims. Victoria, BC: Trafford, Latest Edition.

**Course Title: Micro Financing**  
**Course Code: MGT618**

L	T	P	Credits
3	1	0	3

**Course Objective:** Students will learn the various operational aspects of Micro-finance like financial product, financial management, risk management and governance issues of micro finance.

**Learning Outcomes:** After studying this course, students will be able to develop skills in understanding the governance issues of micro finance.

Unit – A	Hours
• Meaning, Objectives , Scope, Lessons from International Finance	2
• Micro-Finance as Development Tool	3
• Evolution and Character of Micro-Finance in India	2
• Micro-finance- Delivery Methodologies	3
• Legal and Regulatory Framework	3
<b>Unit- B</b>	
• Micro- Finance in India- Present and Future	2
• Some Innovative and Creative Micro- Finance Models	4
• Impact of Micro- Finance	3
• Emerging Issues	2
• Impact Assessment and Social- Assessment of MFIs	3
<b>Unit- C</b>	
• Financial Products and Services	4
• Financial Accounting and Reporting	3
• <b>Revenue- Models of Micro-Finance</b>	3
<b>Unit- D</b>	
• Risk Management	3
• Basics of Banking	2
• Development Banking and Priority Sector Banking	3
	<b>45 Hours</b>

**Text Book:**

1. Zipkin, P. Micro-finance Perspectives and Operations, McMillan, Latest Edition.

**Reference books:**

1. Yadav, R.J. Microfinance, Paradise Publishers, Latest Edition.
2. Roy, A. and Dutta, S. Economic and Social Impact of Micro-Financing Poor Through Shgs, Lambert Academic Publishing, Latest Edition.

# **GROUP (G)**

## **International Business**

**Course Title: Foreign Trade Documentation and Trade Finance****Course Code: MGT652**

L	T	P	Credits
3	1	0	3

**Objective:** The course aims at providing and understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paper work thereto.

**Learning Outcome:** After the completion of the course, the students will be familiarized with the understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. In addition, students will be learned to handle foreign trade transactions and the paperwork thereto.

Unit – A	Hours
Documents for starting up a new export venture; aligned documentation system: meaning, rationale, various documents, EDI initiative	4
Methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P)	2
Letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed.	5
<b>Unit – B</b>	
Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, FEMA.	4
Bank guarantees and special schemes, role of ECGC.	4
Theories and practice of foreign exchange rate determination, floating and fixed exchange rates.	4
Exchange control regulations and procedures in India	3
<b>Unit – C</b>	
Processing of an export order: stages in implementing export transaction; procedure and documents needed for claim.	3
Procedures and documents related to quality control – ISO 9000, ISO 14000	4
Marine insurance: types of marine insurance, marine losses	4

## **Unit – D**

Customs and port clearance.	3
Import procedures and documents	2
Inco terms	3
	<b>45 Hours</b>

### **Reference Books:**

1. Johnson, T. E, and Donna L. B. Export/import Procedures and Documentation. New York: AMACOM, Latest Edition.
2. Malhotra, S. K. Export and Import Management. New Delhi: Adhyan Publishers and Distributors, Latest Edition.
3. Lall, G S. Finance of Foreign Trade and Foreign Exchange. Delhi: H.P.J. Kapoor, Latest Edition.
4. Jain, S. C., International Marketing Management. Belmont, Calif: Wadsworth, Latest Edition.

**Course Title: Global Marketing Management**  
**Course Code: MGT653**

L	T	P	Credits
3	1	0	4

**Course Objective:** This course aims to acquaint the students with global marketing environment and to build understanding of principles international marketing.

**Learning Outcomes:** Students will be able to apply the knowledge for the global marketing practices.

**Unit – A: Understanding the global marketing environment** **Hours**

- Meaning of global marketing **2**
- Changes in the global marketing environment **2**
- Organising of global marketing **2**
- The global marketing environment (political, legal, socio-cultural, technical, economic) **2**

**UNIT – B: Market planning and development of global marketing strategies**

- Corruption in global markets **2**
- Opportunity analysis and selection of markets **2**
- Market entry strategies **1**
- Competitive advantage **2**
- Product and brand management **2**
- Global services marketing **2**
- Global communications **2**

**UNIT – C: Global marketing distribution relationship and pricing**

- Approach to manage supply chains **3**
- Factors affecting supply chain decisions **2**
- Collaboration of supply chain **2**
- Market responsive supply chain strategies **2**
- Managing marketing relationships **2**
- Pricing strategies and factors affecting global pricing decisions **1**

**UNIT – D: Coordinating global marketing operations**

• Sales force management	3
• International sales management decisions	3
• Sales negotiation and culture	2
• Role of trading	3
• Global control mechanisms	
• Issues in global organisational structures	1
<b>Total</b>	<b>45 Hours</b>

**Text Book:**

1. Lee, K. and Carter, S., Global Marketing Management: Changes, New Challenges, and Strategies. Oxford: Oxford University Press, Latest Edition.

**Course Title: Global Strategic Management**  
**Course Code: MGT654**

L	T	P	Credits
3	1	0	3

**Course Objectives:** To explain the evolution of international business and strategy to enable the students to analyze the important factors in strategic international environment.

**Learning Outcome:** The students will be able to appreciate the role of strategic environment in MNE strategy.

#### UNIT-A

#### Hours

- Introduction to Global Strategy, Role of Globalization, Impact of Globalization on Developing Countries, **3**
- Managing Competition in Global Markets, Porters Five Force Framework in Global Business, Role and application of Generic strategies in Global Business, Strategic Resource Management **3**
- Value Chain analysis in Global Business, VIRO Framework, Strategic Role of Cultures and Sub Cultures, Strategic Role of Ethics, Strategic Response Framework. **4**

#### UNIT-B

- Concept of International Entrepreneurship, Comprehensive model of entrepreneurship, Entry barriers for firms going Global, entrepreneurial strategies **3**
- comprehensive model of foreign market entries, Distinguishing features of trading mode, passive participation mode **3**
- active or direct participation mode, Risk associated in Going Global, IJV, Strategic alliances, Major strategic issues in international mergers and acquisitions (MandA) **3**
- Rules of successful MandAs, comprehensive model of strategic alliances and networks. **3**

#### UNIT-C

- International competitiveness and competitive scope, Diversification and concentration strategies for international competitive advantage **3**
- Types of Diversification, Considerations in Global Business Management, comprehensive model of diversification **3**



- Multinational Strategies and Structures, Comprehensive model of multinational strategy 4
- structure and learning, relationship between multinational strategies and structures Application 3
- Strategic Innovation and Knowledge management in Global Business. 3

#### **UNIT-D**

- Concept of Global Corporate and Social Responsibility, comprehensive model of corporate social responsibility 1
- Corporate Sustainable development, Need of CSR activities, Role CSR in sustainable development 1
- Concept of Private Equity, Corporate Governance at Global Level, comprehensive model of corporate governance 2
- Concept of Family Business Going Global. 3

**Total 45 Hours**

#### **Text Book:**

1. Peng, M. W. Global Strategic Management. Mason, Ohio: South-Western, Latest Edition.

#### **Reference Books:**

1. Ketelhöhn, E. W. International Business Strategy. Oxford: Butterworth Heinemann, Latest Edition.
2. Mellahi, K., Jedrzej G. F. and Paul N. F., Global Strategic Management. Oxford: Oxford University Press, Latest Edition.

**Course Title: International Business Law**  
**Course Code: MGT655**

L	T	P	Credits
3	1	0	3

**Course Objective:** This course introduces the students to commercial law in undertaking international business.

**Learning Outcomes:** After studying this course students will improve their understanding of the importance of national and global law to take decisions in international business.

<b>Unit – A (Legal Environment of International Business )</b>	<b>Hours</b>
• Introduction to International Business	3
• International Law and the World’s Legal Systems	3
• Resolving International Commercial Disputes	4
<b>Unit- B (International Sales, Credits, and the Commercial Transaction</b>	
• Sales, Contracts and Excuses for Non- Performance	4
• The Documentary Sale and Terms of Trade	3
• The Carriage of Goods and the Liability of Air and Sea Carriers	3
• Bank Collections, Trade Finance and Letters of Credit	4
<b>Unit- C (International Law)</b>	
• GATT Law and the World Trade Organisation	4
• Laws Governing Access to Foreign Markets	3
• Regulating Import Competition and Unfair Trade	2
• Imports, Customs and Tariff Law	2
• The Regulation of Exports	2
<b>Unit- D (Regulation of International Marketplace)</b>	
• International Marketing Law	2
• Licensing Agreements and the Protection of Intellectual Property Rights	3
• Host Country Regulations	3
	<b>45 Hours</b>

**Text Book:**

- Schaffer, R., Beverley E. and Filiberto A. International Business Law and Its Environment., Ohio: West Educational Pub. Co. Latest Edition.

**Course Title: Global logistics and Supply Chain Management**  
**Course Code: MGT686**

L	T	P	Credits
3	1	0	3

**Course Objective:** The objective of the course is to make students acquaint with the present scenario of global supply chain management systems keeping in view modern information infrastructures and latest supply chain designs.

**Learning outcome:**

Students will learn basics of supply chain management and their importance in global markets and will be able to handle the various constraints which may arise during business functioning.

**Unit-A**

**11 Hours**

Introduction to supply chain management, Globalization and International trade, Supply chain strategies, Logistics service providers

**Unit-B**

**11 Hours**

Procurement and outsourcing, Inventory management, Warehousing and Materials management, Transport in supply chains

**Unit- C**

**11 Hours**

Information flows and technology, Logistics and financial management, Measuring and managing logistics performance.

**Unit- D**

**12 Hours**

Supply chain-vulnerability, risk, robustness and resilience. Integration and collaboration, Sustainable Logistics and supply chain systems, New supply chain designs.

**45 Hours**

**Text Books:**

1. Mangan, J., Chandra L. and Tim B. Global Logistics and Supply Chain Management. England: John Wiley and Sons, Latest Edition.

**Reference Books:**

1. Waters, C D. J., Global Logistics: New Directions in Supply Chain Management, London: Kogan Page, Latest Edition.
2. Long, D. International Logistics: Global Supply Chain Management. Norwell, Mass: Kluwer Academic Publishers, Latest Edition.

**Course Title: International Financial Management**  
**Course Code: MGT687**

L	T	P	Credits
3	1	0	3

**Course Objective:** This course introduces the students to provide an understanding of the important features of international financial management and the real problems of Multinational Corporation within an environment of free flows of foreign capital and floating exchange rates.

**Learning Outcomes:** After studying this course students will be able to understand how companies' financial management is affected international trade and learner will be equipped with abilities to understand mechanics of free flows of foreign capital and floating exchange rates.

<b>Unit – A (Introduction of Multinational Financial Management)</b>	<b>Hours</b>
• Financial Management in Global- rise of Multinational Corporations	3
• Relationship of Multinational Financial Management with domestic Financial Management	4
• Financing the Multinational Corporation, International Monetary System	4
• Foreign Exchange Rate Determination and Currency Forecasting - Spot Market and Forward, Market, Exchange Rate Equilibrium, Asset Market model of Exchange Rates, Purchasing Power Parity, Intervention of Central Bank in Determination of Exchange Rates.	5
<b>Unit- B (Translation and Transaction Exposure)</b>	
• Managing Translation and Transaction Exposure	3
• Measuring Translation and Transaction Exposure	4
• Foreign market entry and country risk management	3
<b>Unit- C (Cross border Capital Budgeting)</b>	
• Cross border Capital Budgeting- Meaning	4
• Calculation of Cash Outlay and Future Cash Inflows for Parent and Subsidiary.	3
<b>Unit- D (Foreign Exchange Risk Management)</b>	
• Foreign Exchange Risk Management - Currency Futures and Options Market, Swaps, Interest Rate Forwards and Futures	4
• Foreign Exchange Instruments	4
• Swaps	4
	<b>45 Hours</b>

**Text Book:**

1. Shapiro, A. C. Multinational Financial Management. Boston: Allyn and Bacon, Latest Edition.

**Reference books:**

1. Apte, P G. International Financial Management. New Delhi: Tata McGraw-Hill Pub, Latest Edition.

**Course Title: WTO and RTAs**

**Course Code: MGT688**

L	T	P	Credits
0	0	3	2

**Course Objective:** To enable the students to know what is the importance of WTO and regional trade arrangements to the world economy and how can they be used in the betterment of the growing economies.

**Learning Outcomes:** Students will be able to handle the intricacies of international business in the context of WTO and RTAs

#### **UNIT-A**

**10 Hours**

WTO- Formation, historical prospective, functions and structure, GATS(General Agreement on trade in services), TRIPS (Trade related intellectual property rights) and TRIMS (Trade related investment measures) and their importance to business and world economy. Dispute Settlement Board and Mechanism, WTO consultation process, Subsidies

#### **UNIT-B**

**12 Hours**

Regional Trade Agreements, Proliferation of regional trade agreements which represent a significant challenge to WTO regime. The co-existence of RTAs and the WTO raises critical issues of fragmentation of international trade law and jurisdictional competition. The Economic Dimension of Regional Trade Agreements and their Relation to the Multilateral Trading System, The Political Economy of Regional Trade Agreements, Constitutional Functions of the WTO and Regional Trade Agreements.

#### **UNIT-C**

**12 Hours**

RTAs and India's foreign trade, Regional trade blocs and its role with India in International Business. How Free Trade Areas and their Rules of Origin Comply with GATT Article XXIV. Services Liberalisation in Regional Trade Agreements - Bilateral, Regional and Multilateral Agreements Covering Foreign Investment in Services, TRIPS-Plus Provisions in Regional Trade Agreements. Competition Law and Regional Trade Agreements, The WTO, Regional Trade Agreements and Human Rights, Sustainable Development in Regional Trade Agreements, Dispute Settlement in Regional Trade Agreements and the WTO

#### **UNIT-D**

**11 Hours**

Evaluation of Regional Trade Agreements (RTAs) among developed and developing countries, Study of NAFTA SAFTA,, EU, ASEAN, GCC, OPEC, COMESA,ECOWAS, SAARC, PARTA,CROP. Overlaps and Conflicts of Jurisdiction Between the WTO and RTA's Applicability of WTO Law in Regional Trade Agreements: Identifying the Links

##### **Text Book:**

Bartels, L., and Federico O., Regional Trade Agreements and the WTO Legal System. Oxford: Oxford University Press, Latest Edition.

##### **Reference Books:**

1. Rao, P. K. WTO: Text and Cases. New Delhi: Excel Books, Latest Edition.
2. Paul, J., International Business. New Delhi: PHI Learning, Latest Edition.

**Course Title: Cross Cultural Management**  
**Course Code: MGT619**

L	T	P	Credits
3	1	0	3

**Course Objective:** To understand Cross Cultural Management issues, relate them to managerial practice, provide exposure to the diverse management styles across the globe and impart understanding of different approaches to comparative analysis of each management style.

**Learning Outcomes:**

The students will develop the ability to integrate and apply management concepts in different work cultures; will appreciate cross-cultural and ethical issues faced by managers in global enterprises.

UNIT-A	Hours
<ul style="list-style-type: none"> <li>The Concept of International Comparative Management</li> </ul>	3
<ul style="list-style-type: none"> <li>Definition of Culture</li> </ul>	3
<ul style="list-style-type: none"> <li>Impact of the culture on International Business.</li> </ul>	4
<b>UNIT-B</b>	
<ul style="list-style-type: none"> <li>Kluckhohn and Strodtbeck's Cultural Dimension</li> </ul>	3
<ul style="list-style-type: none"> <li>Hofstede's Cultural Dimensions,</li> </ul>	3
<ul style="list-style-type: none"> <li>Trompenaars Cultural Dimensions,</li> </ul>	3
<ul style="list-style-type: none"> <li>Hall and Hall's Cultural Dimensions</li> </ul>	3
<b>UNIT-C</b>	
<ul style="list-style-type: none"> <li>Japanese Style of Management, German style of Management, UK style of Management,</li> </ul>	3
<ul style="list-style-type: none"> <li>French style of Management, Spanish style of Management, Style of Management of United States companies</li> </ul>	3
<ul style="list-style-type: none"> <li>Management Characteristics of West European Companies, Styles of Management in African Countries,</li> </ul>	4
<ul style="list-style-type: none"> <li>Style of Management of Latin American Countries, Indian style of Management</li> </ul>	3
<ul style="list-style-type: none"> <li>Differences in managerial behaviour , Cultural influences on leaders and their behavioural patterns</li> </ul>	3

## **UNIT-D**

• Management of Multinational Companies - Problems and Prospects	1
• MNCs in an International environment	1
• Communication and International Negotiation- Culture and Communication	1
• Major Obstacles to Intercultural Communication,	1
• Nonverbal Communication	1
• Subtle art of negotiation, Managing Negotiation with Multinational Companies	2
	<b>45 Hours</b>

### **Text Book:**

1. Daniels, J. D., and Lee H. R. International Business: Environments and Operations. Reading, Mass: Addison-Wesley. Latest Edition.

### **Reference Books:**

1. Griffin, R.W., and Michael W. P., International Business. Upper Saddle River, NJ: Prentice Hall. Latest Edition.
2. Hibbert, E P. International Business: Strategy and Operations. Houndmills, Basingstoke, Hampshire: Macmillan Business, Latest Edition.
3. Hill, C. W. L. International Business: Competing in the Global Marketplace. Boston, Mass: McGraw-Hill/Irwin, Latest Edition.
4. Rugman, A. M., and Richard M. H., International Business. Harlow, England: Prentice Hall/Financial Times, Latest Edition.
5. Negandhi, A. R., International Management. Boston: Allyn and Bacon, Latest Edition.

# **GROUP (H)**

## **Healthcare Management**



**Course Name: Health Services System and Hospital Management Information System****Course Code: MGT656**

L	T	P	Credits
3	1	0	3

**Course Objective:** The objective of the course is to familiarize the students with the various issues related to hospital and health management information system to cater the needs of the patients in cost effective manner in health service sector. In addition, to impart the knowledge about the importance, need and functions of healthcare departments and various policies and procedures in the support services provided by these departments.

**Learning Outcome:** After the completion of the course, the students will be acquainted with various issues related to hospital and health management information system so as to cater the needs of the patients in cost effective manner in health service sector. The students will also be able to understand the importance, need and functions of healthcare departments and various policies and procedures in the support services provided by the departments.

**Unit 1****Hours****Out Patient Management (OPD):****5**

- Registering a new OPD patient
  - Acquiring of patient demographic details
  - Assigns an unique Central Patient Identifier(CPID) to Identify a patient across OPD and IPD on first visit
  - Assigns an unique OPD Registration Identifier(OPID)
  - Automatic fixing of appointment schedule (Location, Date, Time and Doctor)
  - Generate OPD Card
  - Request for an appointments
  - Cancellation of an appointment
- Registering a patient on revisit to OPD for re-consultation
- Registering a patient on revisit to pharmacy for repeat medicine
- Generates MIS Reports
- Enquiry

**Investigations (LABS): I****5**

- Sample collection entry for each test
- Test Result / Investigation Entry for each test
- Generates report on each test result
- Lab reports can be viewed on-screen
- Scheduling and monitoring of Lab inventory
- Generates MIS and DSS reports for each Labs
- Enquiry

**Unit – B****Inpatient Management (IPD):****5**

- Admission processing (assigns a unique IPID, Bed No., Ward No. etc.)
- Discharge processing along with discharge reports.
- Transfer between the same or different departments, and within wards
- Capturing basic data regarding health and treatment (Temperature, Blood Group etc.)
  - Diet prescriptions and diet scheduling

Drug prescriptions and drug scheduling Lab Investigations and OT scheduling Maintains and monitors appointment.	
-Maintains and monitors bed occupancy -Maintains and monitors patient at ICU -Generates reports on admission, discharge, transfer, death, bed occupancy, etc.	
<b>Central Store Management:</b>	<b>5</b>
-Issue and distribution of items -Keep track of items issued to different departments. -Maintain stock accounting of all items -Keep track of indents raised. -Keep track of received items -Generates Weekly / Monthly / Yearly stock and consumption reports e.g., items Arrival / issued, D.R.R for OPD Pharmacy and keeps a record of all supply orders, challans and invoice details. -Duty Rosters of stores -Enquiry.	
<b>Unit – C: Health Services System:</b>	
<b>Administrative Services:</b>	<b>4</b>
Executive Suite, Professional Service Unit, Financial Management Unit, Nursing Service Administration Unit, Human Resource Management, Public Relation Department, Marketing Department.	
<b>Other Supportive Services:</b>	<b>8</b>
Admitting department, Medical Records Department (MRD), Central Sterilization and Supply Department (CSSD), Pharmacy, Materials Management, Food Services Department, Laundry and Liner Services, Housekeeping, Volunteer Department; IT and Health – Telemedicine services.	
<b>Unit – D</b>	
<b>Public Areas/Staff Facilities:</b>	
Entrance/lobby, Waiting area, Gift shop/Book Shop/Florist, Coffee Shop cum-Snacks Bar, Meditation/Quiet room, Staff facilities; Management of Hospital Parking and Traffic Control.	<b>6</b>
<b>Utility Services:</b>	<b>7</b>
Engineering Department, Maintenance Department, Clinical (Biomedical Engineering), Electrical System, Air Conditioning System, Water supply and sanitary system, Centralized Medical gas system, Communication system, Environment Control, Solid Waste Management, Transportation and Ambulance services.	
	<b>45 Hours</b>

## References:

1. Kovner, A.R., and Duncan N., Health Services Management: Readings and Commentary. Ann Arbor, Mich: Health Administration Press, Latest Edition.
2. Austin, C.J., and Charles J. A., Information Systems for Health Services Administration. Ann Arbor, Mich: AUPHA Press/Health Administration Press, Latest Edition.

**Course Objectives:** The objective of bio-statistics is to give broader understanding of the statistical concept and techniques for research study only and to develop an understanding of basic management science techniques and their role in managerial decision - making. The objective of epidemiology is to understand about the communicable and non communicable diseases.

**Learning Outcome:** After the completion of the course, the students will be acquainted about the statistical concept and techniques for research study and their role in managerial decision - making. The course of epidemiology will understand the students about the communicable and non communicable diseases.

Unit – A	Hours
Frequency distribution, measures of central tendency and dispersion: Conceptual issues - Frequency distribution - characteristics and diagrams - Arithmetic mean. Median, Mode, position of averages, percentiles - Geometric mean and Harmonic mean - selection of appropriate measures of central tendency	5
Measures of dispersion - concept of range - mean deviation - Interquartile range, variance and standard deviation - coefficient of variation and method of calculating standard deviation.	5
<b>Unit – B</b>	
Linear Regression and Correlations and Tests of Significance: Introduction - Scatter diagram, correlation and regression – correlation coefficient and regression equation and restriction - Multiple regression.	7
Introduction to procedures, test of significance for large and small samples - Estimations for large and small samples - distribution of chi - square - formula, degree of freedom - application and misuses of chi-square test.	7
<b>Unit – C</b>	
Basic Concepts of Epidemiology: Basic concepts and methods of Epidemiology and application to the variety of disease problems– Health for all and primary Health care – Clinical trails – community trails – ethical considerations – inference from epidemiological studies.	5
Basic measurement in Epidemiology including measures of mortality and morbidity, Methods in Epidemiology. Investigation of an epidemic out break.	4
<b>Unit – D</b>	
Methods in Epidemiology: Infectious disease epidemiology, Malaria, Filarial, Tuberculosis, Leprosy, IDS, and STD.	5
Non-infectious epidemiology related to Non Communicable diseases – Cancer, Blindness, Diabetes.	3

Mental Health Reproductive and child health programme (RCH)-Health  
related national programmes –Integrated Child development scheme

4

**45 Hours**

**Reference Books:**

1. Berenson, M. L., and David M. L. Basic Business Statistics: Concepts and Applications. Englewood Cliffs, N.J: Prentice Hall, Latest Edition.
2. Eason, G, C. W. Coles, and G Gettinby. Mathematics and Statistics for the Bio-Sciences. Chichester, Eng: Ellis Horwood, Latest Edition.
3. Lilienfeld, D.E., Paul D. S., and Abraham M. L. Foundations of Epidemiology. New York: Oxford University Press, Latest Edition.

**Course Title: Healthcare Law, Policy and Ethics**  
**Course Code: MGT658**

L	T	P	Credits
3	1	0	3

**Objectives:** The course has been designed to enable the students to have knowledge regarding legal aspects of Health Care Management and to understand the implications of legal provisions.

**Learning Outcome:** After the completion of the course students will have knowledge regarding legal aspects of Health Care Management and understanding about the implications of legal provisions.

Unit – A	Hours
<b>Code of Medical Ethics</b>	
Code – Duties of Physician to their patients – Duties of Physician to the profession at large – duties of Physician to the profession in consultation – Duties of Physician to the profession to the public – Disciplinary action.	4
	3
<b>Unit – B</b>	
<b>The Medical Termination of Pregnancy Act 1971 and The Prenatal Diagnostic Techniques Act 1994.</b>	
Indication or Grounds of MTP – Requirements for MTP – Complications of MTP – doctor and Criminal abortion.	4
Regulation of genetic counseling center – Regulation of pre –natal diagnostic technique– Determination of Sex prohibited – dying Declaration – Definition – Precautions –Procedure of Recording – Special Circumstances – Importance (section 32 and 157 ) of Indian Evidence Act ) – Death Certificate – Precautions while issuing death certificate – contents of Death Certificate - Importance of Death certificate.	8
<b>Unit – C</b>	
<b>Medical Jurisprudence</b>	
Introduction and Legal Procedure – Medico legal aspects of death injuries – General aspects – Medical ethics – consumer Protection Act.	6
Medico Legal Aspects – Importance – Sterility – Sterilization and Artificial Insemination – Medico Legal aspects of Psychiatric and mental health – Toxicology - Laws Relating to toxicology – Organ Transplantation At – Tamil Nadu clinics Act.	6
	6
<b>Unit – D</b>	
<b>Legal Framework for Hospitals</b>	
Introduction to Legal framework – Patient’s rights and provider’s responsibility	5
Medical Malpractices	3
	45 Hours

**Reference Books:**

1. Malik, V., and Mazhar H., Law Relating to Drugs and Cosmetics. Lucknow: Eastern Book Co, Latest Edition.
2. Pozgar, G.D., and Nina M. S., Legal Aspects of Health Care Administration. Gaithersburg, Md: Aspen Publishers, Latest Edition.
3. Harman, L.B. Ethical Challenges in the Management of Health Information. Gaithersburg, MD: Aspen Publishers, Latest Edition.

**Course Title: Healthcare Marketing**  
**Course Code: MGT659**

L	T	P	Credits
3	1	0	3

**Course Objectives:** The objective of the course is to familiarize the students with healthcare marketing and to understand the internal and external factors that influence consumer decision making related to healthcare.

**Learning Outcomes:** At the conclusion of this course, the student will have an understanding of marketing and the marketing planning process. The student will also learn about the effect of marketing on a healthcare organization's long-term success.

<b>Unit – A Healthcare Marketing: History and Concepts</b>	<b>Hours</b>
The History of Marketing in Healthcare, The Challenge of Healthcare Marketing, The Evolving Societal and Healthcare Context	3
Basic Marketing Concepts, Marketing and the Healthcare Organization	4
<b>Unit – B Understanding Healthcare Markets</b>	
The Nature of Healthcare Markets	2
Healthcare Consumers and Consumer Behavior	4
Healthcare Products and Services	4
Factors in Health Services Utilization	3
<b>Unit – C Healthcare Marketing Techniques</b>	
Marketing Strategies, Promotion	4
Advertising and Sales	4
Emerging Marketing Techniques	4
<b>Unit – D Managing and Supporting the Marketing Effort</b>	
Managing and Evaluating the Marketing Process	4
Marketing Research in Healthcare	3
Marketing Planning, Sources of Marketing Data	3
The Future of Healthcare Marketing	3
	<b>45 Hours</b>

**Reference Books:**

1. Belinda E.N.A., Hammond B. and Polly G. Z., Newberry Sheehy's Manual of Emergency Care, Latest Edition.
2. Steven G. H. and Eric N. B., Health Care Market Strategy. Jones and Bartlett Publishers. Latest Edition..
3. Fortenberry, J.L., Health Care Marketing: Tools and Techniques. Sudbury, Mass: Jones and Bartlett Publishers, Latest Edition.
4. Berkowitz, E.N. Essentials of Health Care Marketing. Sudbury, Mass: Jones and Bartlett Publishers, Latest Edition..

**Course Title: Medical Emergency System**  
**Course Code: MGT660**

L	T	P	Credits
3	1	0	3

**Course Objectives:** The objective of the course is to develop an understanding about the quality of emergency medical care.

**Learning Outcome:** the students will be familiarized with the understanding about the quality of emergency medical care.

Unit –A	Hours
<b>Introduction to Medical Emergency System</b> Introductory aspects of emergency medical care. Emergency Medical Services system, roles and responsibilities of the First Responder, quality improvement, and medical oversight.	3
<b>Well-Being of the First Responder</b> emotional aspects of emergency medical care, stress management, introduction to Critical Incident Stress Debriefing (CISD), scene safety, body substance isolation (BSI), personal protection equipment (PPE), and safety precautions prior to performing the role of a First Responder.	4
<b>Legal and Ethical Issues</b> scope of practice, ethical responsibilities, advance directives, consent, refusals, abandonment, negligence, duty to act, confidentiality, medical identification symbols, and crime scenes.	4
<b>The Human Body</b> Body systems, anatomy and physiology	2
<b>Unit- B</b>	
<b>Airway</b> Addresses airway anatomy and physiology, how to maintain an open airway, pulmonary resuscitation, variations for infants and children as well as patients with larynx gectomies, The use of airways, suction equipment and barrier devices, the management of foreign body airway obstructions.	4
<b>Patient Assessment</b> To determine the number of patients, whether additional help is necessary, and to evaluate the mechanism of injury or nature of illness. Forming a general impression, determining responsiveness and assessing the airway, breathing, and circulation, priorities of patient care, assessment and management of the ill or injured patient.	5
<b>Circulation</b> Chest compressions and ventilations for adults, children, and infants.	3
<b>Unit-C</b>	
<b>Medical Emergencies</b> Recognition and management of general medical complaints, seizures, altered mental status, environmental emergencies, behavioral emergencies, psychological crisis, and typical patient situations.	4
<b>Bleeding and Soft Tissue Injuries</b> Reviews of the cardio vascular system, the care of the patient with internal and external bleeding, management of soft tissue injuries and burns, Techniques of dressing and bandaging wounds	5

### **Injuries to Muscles and Bones**

Anatomy of injuries to the musculoskeletal system. Injuries of the skeletal system. anatomy of the nervous, system and the skeletal system. Injuries to the spine and head, including the mechanism of injury, signs and symptoms of injury and assessment **5**

### **Unit-D**

#### **Children and Childbirth**

##### **Childbirth**

Anatomical and physiological changes that occur during pregnancy, Demonstrates deliveries and newborn care. Anatomical differences in infants and children, common medical and trauma situations. **3**

##### **EMS Operations**

Function as a First Responder in the out-of-hospital environment, an overview of extrication and rescue operations and information on hazardous materials, mass casualty situations, and basic triage. **3**

**4 Hours**

### **Reference Books:**

1. Elizabeth S., Kenneth N. and Erik S. S., Advanced Cardiovascular Life Support: Provider Manual. Amer Heart Association. Latest Edition.
2. John-Nwankwo J., BLS for Healthcare Providers Student Manual: Basic Life Support Handbook. Amazon Digital South Asia Services, Latest Edition.
1. Ruth E., McCall B.S and Cathee M. T., Phlebotomy Essentials. MT(ASCP). Latest Edition.
2. Limmer, D, Michael F. O., and Edward T. D., Emergency Care. Upper Saddle River, N.J: Pearson/Prentice Hall, Latest Edition.
3. Tao Le and Kendall K., First Aid Basic Sciences. McGraw-Hill Medical, Latest Edition.
4. Walraven, G., Basic Arrhythmias. Upper Saddle River, N.J: Pearson Prentice Hall, 2006. Latest Edition.
5. Paula D., Jon T. and McEvoy M., Emergency and Critical Care Pocket Guide . Jones and Bartlett Publishers, Latest Edition.
6. Briggs, J. K., Telephone Triage Protocols for Nurses. Philadelphia: Wolter Kluwer Health/Lippincott, Williams and Wilkins, Latest Edition.



**Course Title: Total Quality Management in Healthcare**  
**Course Code: MGT689**

L	T	P	Credits
3	1	0	3

**Course Objective:** The objective of this course is to acquaint the students with the basic concepts of total Quality (TQ) from design assurance to service assurance to give emphasis on International Quality Certification System ISO 9001:2000 to understand the process approach to quality management in hospitals.

**Learning Outcomes:** At the end of the course, the students will be able to apply the concepts of Total Quality Management in the context of healthcare industry.

Unit – A	Hours
<b>Evolution of Quality Management</b>	7
Evolution of quality control, quality characteristics – variable and attributes – Non conforming and non confirming unit – Defect – Standard or specification – Quality of design – Quality of conformance – quality of performance – Total Quality Control.	
<b>Total Quality Management</b>	8
Principles of TQM, Implementation Methodology benefits Implementing TQM Concepts in Hospital Departments – Six Sigma Quality and Quality improvement Teams – Benefits of quality control.	
<b>Unit – B</b>	
<b>Process Approach to Quality Management in Hospitals</b>	10
Process understand - Physical Characteristics – Statistical Characterization – Preparation of process flow diagrams for distinct processes in a hospital quality aspects of processes in Hospitals Diagnostic services – Nursing services – House Keeping – Blood Bank – Pharmacy – OPD – Surgery – ICU – CCU – emergency and Trauma care – Canteen – Hospital Stores.	
<b>Unit – C</b>	
<b>Process Capability Analysis</b>	10
Quality Control methods and measurement systems specification limits and control limits – process capability analysis tools – control charts – models – quality control tools – control charts up.	
<b>Unit – D</b>	
<b>Quality Assurance Methods Patient Satisfaction and Quality Certification Systems</b>	10
Quality Assurance in Hospitals Sop's – patient orientation for total Patient Satisfaction techniques. International Standards ISO 9000 – 9004 – Features of ISO 9001 – ISO 14000 –environment Management systems.	
	<b>45 Hours</b>

**Reference Books:**

1. Liebler, J.G., Ruth E. L., and Hyman L. D. Management Principles for Health Professionals. Rockville, Md: Aspen Systems Corp, Latest Edition.
2. Rigolosi, et al, Management in Health Care: A Theoretical and Experiential Approach. Basingstoke, England: Macmillan, Latest Edition.
3. Koontz, H, O'Donnell C., and Harold Koontz. Essentials of Management. New York: McGraw-Hill, Latest Edition.

**Course Title: Medical Tourism**  
**Course Code: MGT690**

L	T	P	Credits
3	1	0	3

**Course Objectives:** To study the significance of medical tourism and to know the marketing strategies to develop medical tourism

**Learning Outcome:** After the completion of the course, the students will understand the marketing strategies of the development of medical tourism.

Unit – A	Hours
<b>Introduction</b>	
Medical tourism – significance – Medical tourism as an industry – Medical tourism destinations	4
Types and flow of medical tourists – factors influencing choice of medical destinations	5
<b>Unit – B</b>	
<b>Macro Perspective</b>	
Effects of medical tourism in nation's economy – development of supporting services for medical tourism –	5
Role of government – private sector – voluntary agencies in promotion of medical tourism	4
<b>Unit – C</b>	
<b>Marketing Strategy</b>	
Strategy formulation to attract and retain national and global medical tourists	4
Positioning of Indian medical services – traditional and non traditional – pricing of medical services	5
<b>Unit – D</b>	
<b>Communication</b>	
Integrated communication for medical tourists – online and offline communications	5
Relationship management with medical tourists	4
<b>Emerging Trends</b>	
Understanding medical tourists satisfaction – protecting stake holders interest in medical tourism – emerging trends	9
	<b>45 Hours</b>

**Reference Books:**

1. Bookman, M. Z., and Karla R. B., Medical Tourism in Developing Countries. New York: Palgrave MacMillan, Latest Edition.
2. Pruthi, R., Medical Tourism in India. New Delhi, India: Arise Publisher and Distributors, Latest Edition.
3. Watson, S. and Kathy S., Medical Tourism. Santa Barbara: ABC-CLIO, Latest Edition.
4. Michael. D., Horowitz A. R., Medical Tourism – Health Care in the global economy (trends), American college of Physician executive, Latest Edition.

**Course Title: Medical Insurance**  
**Course Code: MGT691**

L	T	P	Credits
3	1	0	3

**Course Objectives:** To familiarize with students with the concept of health insurance, its scope and applicability for creating a better provision for health care. The course will also develop knowledge in the area of Health Sector Reform with a special emphasis on Indian health sector related policies.

**Learning Outcome:** The students will be familiarized with health sector related policies especially in India. They will also come to know about the importance and monitoring quality in health care with special emphasis on the tools for quality improvement

#### **Unit – A**

**Hours**

**Health Insurance for Individual and Group:** Standard/Individual, Floater, Critical illness, Cancer Insurance, Group Health insurance, Cradle care insurance, Road safety Insurance. **5**

Coverage's, Exclusions, limitations, terms and conditions, Role of Third Party Administrator for settlement of claim. **5**

#### **Unit – B**

**Special problems in Health Insurance:** Adverse selection, moral hazard, co-variate risks, information gap problems; **4**

**Mediclaime Scheme:** Premium, Penetration, Problem in Coverage. **5**

#### **Unit – C**

**Insurances for Hospital/ Medical establishments:** Health Insurance: Uni-Heart care insurance, Trauma care group insurance, Coverages, Exclusions, limitations, terms and conditions. **5**

**Liability Insurance:** Meaning of Liability, special features of liability insurance, Professional Indemnity insurance for Doctors, **5**

Medical establishments and Liability insurance for hospitals, Coverages, Exclusions, limitations, terms and conditions **5**

#### **Unit – D**

**Contemporary issues in Health Insurance:** Foreign investment in Indian Insurance Sector, Insurance sector and supervisory approaches, **5**

Changing market structure and emerging opportunities, reforms and emerging economic environment for Health Insurance. **6**

**45 Hours**

**Reference Books:**

1. Sorell, T., Health Care, Ethics and Insurance. London: Routledge, Latest Edition.
2. Green, M.A., and Jo A. C. R., Understanding Health Insurance: A Guide to Billing and Reimbursement. Clifton Park, NY: Delmar Cengage Learning, Latest Edition.
3. Berkobien, R., Health Insurance. Salem, Or: Legislative Committee Services, Latest Edition.
4. Health Insurance and the Uninsured: Background Data and Analysis. Washington, D.C.: Congressional Research Service, Library of Congress, Latest Edition.
5. Reisinger, Anne L. Health Insurance and Access to Care: Issues for Women. New York, NY: Commonwealth Fund, Commission on Women's Health, Columbia University, College of Physicians and Surgeons, Latest Edition.

**Course Title: Management of Healthcare for the Elderly**  
**Course Code: MGT692**

L	T	P	Credits
3	1	0	3

**Course Objectives:** The course aims to enlighten students about the complexities of and the significance of caring elder people within our overall health care system. Along with it, the students are to familiarize with the current and future challenges facing our healthcare system with respect to the elderly, especially the reality of its complex and financially challenging characteristics.

**Learning Outcome:** After the completion of the course, the students will be familiarized with the complexities and realities of healthcare system with respect to elderly as well as how to manage the same.

Unit – A	Hours
Introduction / Overview of management of healthcare for the elderly	2
Maintenance of Registered, Record and other documents of old age care	3
Maintenance of daily accounting	
<b>Unit – B</b>	
Basic knowledge of Sociology. Basic Knowledge of Physiology, Anatomy of Human body and Nursing.	3
Health- Nursing and First Aid	3
Environment effect and seasonal effect in different regions	2
Problems relating to physical and psychological effect of old aged people	2
<b>Unit – C</b>	
Gerontology (Science of ageing) as a discipline, Govt. roles- various project, policy and law.	3
Maintenance cleanings and discipline in all respect.	2
Specific problems, which might occur for male, female and their care.	2
Old aged disease, Study of food habits of different regions daily food chart. Dietary changes with age.	3
Medi-claim facilities and their implementation; Contact with various hospitals for emergency. Shelter and old aged Home.	3

## Unit-D

Study of Organising social activities. Counselling (Psychology parts). Daily routine starting from rising in the morning to going for sleeping at night. Organising prayer, reading, of various religious 'Grantham' of different religion as applicable. Physical exercises like 'yoga' and little physical exercise for their healthy living.	5
Organising the recreational activities such as, group and discussion, symposium Film show and Entertainment (education mental occupation) Visit to old age Home and Excursion to some interesting place.	4
Creating peaceful atmosphere, People – serving the aged. Growing of some flower plants and some agricultural product like fruits and vegetables etc.	4
Organising games and sports appropriate to old age people. Involvement of boarders for cooking and others management activities.(Occupational therapy)	4
	<b>4 Hours</b>

## Reference Books:

1. Evashwick, C., The Continuum of Long-Term Care. New York: Thomson/Delmar Learning, Latest Edition.
2. Reisser, P. C., Complete Guide to Family Health, Nutrition, and Fitness. Carol Stream, Ill: Tyndale House Publishers, Latest Edition.
3. Baltay, M. S., Long-term Care for the Elderly and Disabled. Washington: The Office : for sale by the Supt. of Docs., U.S. Govt. Latest Edition.
4. Stopp, G H., International Perspectives on Healthcare for the Elderly. New York: Peter Lang, Latest Edition.
5. Smith, G.P., Legal and Healthcare Ethics for the Elderly. Washington, D.C: Taylor and Francis, Latest Edition.
6. Cherniack, P, and Neil S. C., Alternative Medicine for the Elderly. Berlin: Springer, Latest Edition.

**Course Title: Community Health and Population Management**  
**Course Code: MGT620**

L	T	P	Credits
3	1	0	3

**Course Objectives:** the objective of the course is to provide the knowledge regarding community health and management of National health programs and to recognize and identify the elements in designing the strategies for health care delivery for community.

**Learning Outcome:** After completion of community health and management of National health programs module, students will be able to recognize and identify the elements in designing the strategies for health care delivery for community.

**Unit – A**

**Hours**

Concepts in Health and Disease – Evolution of medicine, public health and community health; Definition of health: the determinants and relative concept; Agent – Host – Environmental factors in health and disease, indices used in measurement of health, levels of prevention; Epidemiology of common communicable diseases and chronic non-communicable diseases and condition.

**11**

**Unit – B**

Health care delivery system in India : Introduction, Demography and Family Planning; Maternal and child health; Urban health; Occupational health; Mental health; Community geriatrics; Essential Medicines and Counterfeit Medicines.

**10**

**Unit – C**

Health Education: Definition, approach in health education, methods, barrier to effective communication, principles of health education; International Health Regulations and International classification of diseases, International Health agencies and organizations: WHO, UNICEF, UNOP, World Bank, UNFPA, CARE, IHO, Notifiable diseases.

**12**

**Unit – D**

National Health Programs : Objectives, strategy, achievements, critical analysis; Cancer screening and national cancer control program, National AIDS Control program and NACO, National leprosy eradication program, Universal immunization program, National vector borne disease control program, RNTCP, RCH, National Program for control of blindness, National Health Policies, National Population Policy, National Rural Health Mission.

**12**

**45 Hours**

**Reference Books:**

1. Park, K. and Park. J E., Park's Textbook of Preventive and Social Medicine. Jabalpur: Banarsidas Bhanot, Latest Edition.
2. Lindstrand, A., Global Health: An Introductory Textbook. Lund, Sweden: Student litteratur, Latest Edition.
3. Clark, M. J. D., Community Health Nursing: Advocacy for Population Health. Upper Saddle River, N.J: Pearson Prentice Hall, Latest Edition.
4. Faruquee, R. and Ethna J., Health, Nutrition, and Family Planning in India: A Survey of Experiments and Special Projects. Washington, D.C., U.S.A. World Bank, Latest Edition.

L	T	P	Credits
0	0	3	1

**Course Title: Workshop on Business Simulation**

**Course Code: MGT602**

**Course Outcomes:**

After completion of this course student will be able to:

**CO1.**Understand the business operations from introduction to maturity.

**CO2.**Learn the dynamics of competition and role of strategy in business.

**CO3.**Get used to data analysis and report generation for business decision making.

**CO4.**Learn the importance of team work in the success of business ventures.

**Virtual Business Simulation Platform will be used for this workshop. Students will compete against peers in simulated business environment.**

Students (in groups of 4-6 each) will work within a multifunctional business setting where they start up and manage a new venture. They will be responsible for managing all of their business' functional areas such as:

- Marketing
- Sales and Distribution
- Human Resource Management
- Manufacturing
- Accounting and Finance
- Strategic Planning

Your students will be provided with the seed capital to start up their business. They will be a totally integrated company that does it all from marketing to production to human resource management. They will have limited financial resources and complete accounting responsibility. They will build a production facility, open stores and launch a web site, design brands and advertising campaigns. They will hire sales people and decide on the compensation packages, deal with demand projections and a simple production scheduling process. After several quarters in business, your students' firms will be able to receive additional funding from the Venture Capitalists. They will invest this money in new R&D, bring out improved products, and expand their distribution and production capacity in order to maximize their performance.

**Time Frame**

6 rounds spread over one full semester

**Grading**

Grading is based on the balanced scorecard that measures profitability, customer satisfaction, market share in the targeted market segments, human resource management, asset management, financial risk, preparedness for the future and wealth.



**Course Title: Workshop on Entrepreneurship**  
**Course Code: MGT605**

L	T	P	Credits
0	0	3	1

**Course Outcomes:**

After completion of this course student will be able to:

**CO1.**Think and act like entrepreneur.

**CO2.** learn the identification of a viable business idea.

**CO3.**Develop/draft a professionally written B-Plan.

**CO4.**learn the art of pitching a business plan for funding.

*Students will be organized in groups and evaluated as per the following scheme:*

**1. Instructor Driven Activity to Develop Entrepreneurial Mindset (Marks: 05)**

All student groups will participate in evaluative activity to be conducted by the instructor

**2. Business Plan Development (Marks: 50)**

Students are required to prepare a business plan on the approved business idea (YUKTI) presented by the group of students. They are required to make group presentations of the Operations Plan, Marketing Plan and Financial Plan, as per the following evaluation scheme for each presentation. The group will submit the final Business Plan Report before MSE.

Business Idea (YUKTI) (10)	Operations Plan Presentation (10)	Marketing Plan Presentation (10)	Financial Plan Presentation (10)	Business Plan Report Submission (10)
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**3. Entrepreneurship Case Study Presentation / Meet an Entrepreneur Session (Marks:20)**

Student groups are required to analyze and present a comprehensive case on entrepreneurship assigned to them. They are required to submit the write up of the case analysis by an assigned date. The presentations will be held in the class after the MSE.

**OR**

The Student Group has to identify and coordinate with a successful entrepreneur for ‘**Meet an Entrepreneur**’ session with all the participants, with the prior approval of the instructor.

**4. Participation in Business Plan Contest (Marks: 20)**

Before the ESE, all student groups will pitch their business plans to external evaluators for fund raising, in a Business Plan Contest.

**OR**

Student group may participate in any external Business Plan Contest, with the prior approval of the instructor.

**5. Attendance and Class Participation (Marks: 05)**

**Course Title: Workshop on Case Writing**  
**Course Code: MGT608**

L	T	P	Credits
0	0	3	1

**Course Outcomes:**

After completion of this course student will be able to:

**CO1.**Dig deep into the business news and develop a habit for following biz-news.

**CO2.**Student will develop the skill of writing crisp and insightful report / business story.

**CO3.**learn the importance of objectivity and relevance of data/information for strategic decision making.

**CO4.**learn the importance of team work.

**This is a hands-on workshop on writing business cases for better understanding of the business situations and strategies of the companies, especially the Indian Public Limited Companies.**

**Theme Presentation (10 Marks):** Students (in groups of 3-5 each) will identify and present the themes for the case writing. The case theme should be selected from the events which happened during the last one year. The selected company/companies for the case should be Indian company listed on BSE/NSE. The theme presentation should specify the theoretical anchor/s and the proposed objective/s of the case.

**Presentation of the 1<sup>st</sup> Draft (25 Marks):** After doing thorough research on the case and writing the case as per the directions of the course instructor, the student groups will present the first draft of the case for the suggestions of the peers and recommendations of the instructor for modification of the case content.

**Presentation of the 2<sup>nd</sup> and Final Draft (25 Marks):** The student groups will present the modified and final version of the case for evaluation by the instructor.

**Presentation of the Proposed Solution (20 Marks):** The student groups will distribute the case to the class for discussion and also share their proposed solutions to the questions posed in the case. They also need to propose the additional readings and supplementary resources in the Proposed Solution Document (PSD).

**Video Presentation / Presentation of the Case in a Case Competition (20 Marks)**

Course Title: Credit Management

Course Code: MGT681

L	T	P	Credits
3	1	0	3

### Course Outcomes

After completion of this course students will be able to:

**CO1:** Understand the basics of credit management and able to learn that how to calculate the CIBIL score for credit analysis.

**CO2:** Get the insightful knowledge about how to evaluate the consumer loans and various types of loan pricing.

**CO3:** Evaluate the procedure followed for credit recovery and legal aspects of credit risk available in credit management by the banks.

**CO4:** Get the conceptual knowledge about how to improve the credit risk management and the legal reforms involved in it.

### Unit-A – Introduction to credit management

#### Hours

- Meaning of credit management 1
- Need & significance of credit management in contemporary business environment 2
- Loan policy and Approval of loans 3
- Methods of credit Appraisal 3
- Calculation of CIBIL Score 2
- Multiplier effect of credit 2

### Unit B - Evaluating consumer loans

- Types of consumer loans 3
- Documentation for granting the credit 3
- Credit analysis of consumer loans 3
- Risk–return analysis of consumer loans 3
- Customer profitability analysis 3
- Types of loan pricing- Fixed Vs floating rates 3

### Unit C - Credit Recovery and Legal Aspects of Credit Risk

- Legal Risk of loans – Document Risk 2
- Credit and Corporate Debt Restructuring
- Recovery through Normal Operations and Compromise Settlement

- Legal System and Ease of Business Index

#### **Unit D – Improving Credit Risk Management**

- Credit Risk Management Policies
- Entry level barriers in Credit Risk Management
- Legal Reforms in Risk Management
- Disclosure of NPAs and Write – off by Companies

**Total      45**

Reference Book:

- 1. K.Vaidya Nathan ‘Credit Risk Management for Indian Banks’, by Sage Publications.**