

DAV University, Jalandhar
Department of Commerce & Business Management



Scheme and Syllabi
for
Master of Business Administration [MBA]
2022 Batch
(Program ID-48)

Master of Business Administration

MBA program prepares a student for a career of managing organizations taking care of the bottom line as well as the top line. MBA program teaches the student theory and practice of different functional areas of management and equips the students to work in a VUCA (volatile, uncertain, complex and ambiguous) world.

The requirement for managerial skills is not only in profit organizations but also in non-profits. Managerial talent is required to run organizations at all levels. It is also required for entrepreneurship. The skills required can be used for the benefit of society as well.

Program Outcomess (POs)

PO1- Business Environment and Domain Knowledge: Economic, legal and social environment of Indian business. Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvement of business enterprises and exploring the entrepreneurial opportunities.

PO2-Critical thinking, Business Analysis, Problem Solving and Innovative Solutions: Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

PO3- Global Exposure and Cross-Cultural Understanding: Demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.

PO4- Social Responsiveness and Ethics: Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

PO5-Effective Communication: Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas.

Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

PO6-Leadership and Teamwork: Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

Program Educational Objectives

PEO1: To impart relevant, contemporary and cutting-edge business knowledge amongst students for handling routine and complex business activities.

PEO2: To instill requisite managerial proficiency in various business functional areas for a promising career in industry and business.

PEO3: To shape the learners professionally competent for entrepreneurial startups.

Program Specific Objectives

PSO1: To prepare the students with inter-disciplinary and multi-disciplinary consciousness through case analysis, industry exposure and activity based learning.

PSO2: To equip the students competent for the application of business management know-how through hands-on sessions/practice on business simulation platforms.

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

Category of Course	No of Courses	Credit Per course	Total Credits
Core Discipline	17 2	3 1	53
Skill Enhancement Course (SEC)	2 1 5	3 2 1	13
Ability Enhancement Course (AEC)	1	3	3
Discipline Specific Elective (DSE)	10	3	30
	TOTAL		99

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

Semester 1

S.No	Paper Code	Course Title	L	T	P	Cr	Course Type
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	MGT520	Workshop on Excel for Managers	0	0	3	3	Skill Enhancement Course (SEC)
8	MGT521	Corporate Law & Governance	4	0	0	3	Core Discipline
			24	4	7	24	

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	MGT522	Personality Development	0	0	3	3	Skill Enhancement Course (SEC)
8	MGT511B	Management Science	4	1	0	3	Core Discipline
9	MGT513	Comprehensive Viva-Voce*	0	0	0	1	Skill Enhancement Course (SEC)
			28	4	3	25	

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 2nd 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	CEC101	Community Engagement Course	1	0	0	1	Core Discipline
6	CEC102	Community Engagement Field Activities	0	0	1	1	Core Discipline
7		Specialization Elective -1*	3	1	0	3	Discipline Specific Elective (DSE)
8		Specialization Elective -2*	3	1	0	3	Discipline Specific Elective (DSE)
9		Specialization Elective -3*	3	1	0	3	Discipline Specific Elective (DSE)
10		Specialization Elective -4*	3	1	0	3	Discipline Specific Elective (DSE)
11		Specialization Elective -5*	3	1	0	3	Discipline Specific Elective (DSE)
			24	5	6	26	

***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.

*Course codes MGT664A, MGT997 & MGT998 can only be selected once either from elective group of Marketing or E-Commerce

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 4th semester, with this course.

GROUP (I) AgriBusiness Management

Paper Code	Course Title	L	T	P	Cr
MGT990	Rural Marketing	3	1	0	3
MGT991	Agri-Supply Chain Management	3	1	0	3
MGT992	Agricultural Finance	3	1	0	3
MGT993	Farm Business Management	3	1	0	3
MGT994	Food Retail Management	3	1	0	3

GROUP (J) E-Commerce

Paper Code	Course Title	L	T	P	Cr
MGT995	Search Engine Optimisation	0	0	4	3
MGT996	E-mail, Mobile and Affiliate Marketing	0	0	4	3
MGT664A	E-Business	0	0	4	3
MGT997	Workshop on Social Media Marketing	0	0	4	3
MGT998	Workshop on Digital Marketing	0	0	4	3

Scheme of Courses MBA
Master of Business Administration
Pathway 1 - 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)
			20	5	8	24	

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

**Comprehensive Viva-Voce of 4th 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 3rd 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
MGT612	Workshop on Financial Modelling	0	0	3	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

Course Title - Business Environment and Indian Ethos

Paper Code: MGT501

L	T	P	Credits
4	0	0	3

Course Outcomes: After completion of this course student will be able to:

1. Understand the different business environmental variables and their impact on business decision making
2. Learn the dynamics of balance of payment and international trade flows and their relevance to aggregate output of economy
3. Learn the exchange rate mechanism, theories and reasons for currency appreciation and depreciation with relevant facts
4. Get familiar with formative human values and ethics required in management world

UNIT-A

**CO
Mapping**

- Significant of Environment Scanning for Business Managers- Tools of Internal and External Environment Scanning – SWOT, Value Chain Analysis and Porter's 5 Forces Analysis **1**
- Political, Economic, Social, Technological and Legal Environment of Business in Indian Context. **1**
- Economic System, Planning Process, Trends in Macro-Economic Variables **1**
- Inflation- Types of inflation, Effects of inflation and Control of Inflation **1**
- Fiscal Policy – Objectives, Types, Instruments, Financing of Fiscal Deficit **1**
- Monetary Policy – Objectives, Instruments of monetary policy **1**

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 **2**
- Capital Flows, Growth and Macroeconomic Instability, Arguments for and against free flow of foreign capital. **2**

UNIT-C

- Exchange Rate Regimes and Currency Convertibility- current account convertibility and capital account convertibility **3**
- Financial System, Financial Crisis and Reforms **3**

- Corporate Governance - Policy and Issues, Corporate Social Responsibility 3

UNIT-D

- Model of Management in Indian Socio-Political Environment, Work Ethos, Heritage in Production and consumption 4
- Indian Insight into TQM, Problems relating to stress in Corporate Management – Indian Perspective. 4
- Ethical Dilemmas in Business 4
- 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 4
- Secular Vs Spiritual Values in management, Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values. 4

Text Book

1. 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 Outcomes:

After completion of this course student will be able to:

1. Learn about dynamics of demand and supply factors prevails in the market along with different theories supporting the key evidence
2. Get familiar with key concepts related to revenue, cost, and production in different time horizons to facilitate economies of scale
3. Get practical insights of different market structure and relative profits and losses in time intervals based on well-research-based assumptions.
4. Learn about macroeconomic theory and its practical applications in market

CO Mapping

Unit – A Demand and Supply

- Introduction: meaning, nature and scope of managerial economics. **1**
- 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. **1**
- Elasticity of demand: concept (price, income and cross) and the methods of measurement, degrees, determinants of elasticity of demand. **1**
- 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. **1**
- Supply Analysis: meaning, determinants of supply, supply curve, law of supply and its exceptions, Movements along and shift in supply curve, elasticity of supply. **1**
- Equilibrium analysis: concept of market equilibrium and comparative statistics, change in demand and supply. **1**

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, **2**
- Isoquant and its properties, marginal rate of technical substitution, returns to scale, expansion path. **2**
- 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 **2**
- Revenue: concept, relationship between total, average and marginal revenue. **2**

Unit C: Market Forms

- Market: Meaning, market structure, features and classification, economic agents and their roles. 3
- Perfect Competition: characteristics, price determination, demand curve and supply curve for an individual firm, Short-run and long-run equilibrium of firm. 3
- Monopoly: characteristics, equilibrium price-output determination in short run and long run, price discrimination and its degrees. 3
- Monopolistic Competition: characteristics, product differentiation and selling cost, short run and long run equilibrium. 3
- Oligopoly - Meaning of collusive and non-collusive oligopoly; Managerial Theories of the Firm. 3

Unit D: Macroeconomic Theory and Applications

- Meaning and scope, difference between micro and macro, circular flow of income. 4
- Models: Classical, Keynesian – two sector, three sector and four sector, aggregate demand and its components, concept of multiplier. 4
- Role of Government: Great Depression (1930s), Global Financial crises (2008-2009) and Emerging Economies. 4

Text book

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

Reference Books:

1. 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
2. Koutsoyiannis, A. *Modern Microeconomics*. London: Macmillan, Latest Edition
3. 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 Outcomes:

After completion of this course student will be able to:

1. Prepare and analyze the financial statements of companies
2. Prepare the cost sheet and the techniques to be applied for the material, labour and overhead control.
3. Prepare and use the different types of budgets along with applications of marginal costing for rational decision making for inputs and outputs.
4. Set and calculate the standard cost for different inputs and calculating the variance for future course of action.

Unit –A (*Accounting Information and Financial Statements*)

**CO
Mapping**

- 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 **1**
- Statements of Financial Information, Profit and loss account and Balance sheet) **1**
- Financial Statements Analysis: Advantages and Disadvantages of comparative and Common Size statements, Preparation of Common Size and Comparative Statements **1**
- Types, Importance and Limitations of Ratio Analysis **1**

Unit – B (*Cost Concepts and Management Needs*)

- Meaning, classification and determinants of cost. Cost Components relating to income measurement, Control and Decision Making **2**
- Cost Sheet and Components of Cost Sheet **2**
- Costing and Control of Materials (Cost of Inventory and Costing Methods, Just in Time Approach) **2**

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

TextBook:

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

Course Outcomes:

After completion of this course student will be able to:

1. Understand the conceptual & historical & modern framework of business management & planning process
2. Appreciate the decision making & controlling process & understanding of organization structures & its designing
3. Understand the conceptual framework of organisation behaviour and different aspects of individual behavior
4. Understand the dimensions of group behavior

Unit A**CO Mapping**

Management- Meaning, its nature, scope and significance, functions , roles of a manager, skills of manager, professionalism of management, management as art, science & profession.	1
Schools of Management Thought: Classical, Neo Classical and Modern School.	1
Planning- Meaning, process, Planning Premises, Types of plans, MBO.	1

Unit B

Decision making: Meaning, Process, Types of decisions, Techniques, Rationality in decision making.	2
Designing Organisational Structure- Work Specialisation, departmentalisation, chain of command, span of control, centralisation and decentralisation, formalisation. Common organisational designs, contemporary organisational designs.	2
Controlling- Meaning, process, types, techniques – traditional and modern.	2

Unit C

Introduction to organizational behavior- concept and significance, foundations, contributing disciplines to OB, OB Model- independent and dependent variables. Introduction to Individual human behavior-Ability, Learning and its theories. Perception, Attitude formation, relationship between attitude and behavior, Major Job Attitudes.	3
Concepts of Personality- Meaning, The Myers-Briggs Type Indicator, The Big Five Model, Other significant personality traits.	3
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

Concept of Leadership- Meaning, Traits Theory, Behavioral theories, Contingency theories. Charismatic and Transformational Leadership.	4
Work stress: causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.	4
Organisational Culture- Meaning, Uniformity in cultures, Strong versus Weak Culture. Functions of culture, Culture as Liability.	4
Concept of Emotional Intelligence.	

Text Book

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

Reference Books

1. Rudani, R.B. Management and Organisational Behaviour. New Delhi, McGraw Hill, Latest Edition.
2. Luthans, Fred. Organizational Behavior. New York: McGraw-Hill, Latest Edition
3. 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 Outcomes:

After completion of this course student will be able to:

1. Manage applications of progression series in context to business and economy
2. Know the application of measure of central tendency and dispersion to condense large data in meaningful information for decision making
3. Know the application of correlation, regression and time series concepts to study the relationship between quantitative factors of business for decision making
4. Know the practical implications of probability to frame expected future outcomes of business to attain sustainability

Unit – A**Progression Series****CO****Mapping**

Arithmetic Progression; Definition nth term of an A.P, sum of n terms

1

Arithmetic mean, A.M. between two numbers

1

Managerial application of A.P. series

1

Geometric Progression; Definition, nth terms of G.P. series, sum of n terms

1

Geometric mean between two numbers, managerial application of G.P. series

1

Unit – B**Measures of Central Tendency;**

Arithmetic Mean; Calculation of mean in individual, discrete and continuous series, Properties of arithmetic mean, combined mean

2

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

Measures of Dispersion; 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

UNIT C**Correlation;** Meaning, Types of correlation, Properties of correlation, Correlation and causation

3

Karl Pearson method

3

Covariance. Probable error, coefficient of determination

3

Spearman's Rank method.

3

Regression Analysis: Regression lines, Types of regression analysis

3

Properties of regression, Relationship between correlation and regression

3

Estimation of regression coefficient, standard error	3
Time Series Analysis; Meaning, Components of time series; Trend, seasonal, cyclical and irregular	3
UNIT D	
Probability Theory	
Basic concepts of probability	4
Addition theorem with numerical problems	4
Multiplication theorem with numerical problems	4
Binomial distribution; Properties of Binomial distribution	4
Parameters of binomial distribution with numerical problems	4
Poisson distribution; meaning, properties of Poisson distribution	4
Parameters of Poisson distribution with numerical problems	4
Normal distribution; Meaning, properties of normal distribution	4
Parameters of normal distribution, Numerical problems.	4

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 Outcomes:

After completion of this course student will be able to:

1. Utilize the business writing process and strategies to create effective messages, including emails, memos, letters, reports, and proposals
2. Develop an effective job search strategy, create an effective cover message and resume, and prepare for an effective interview
3. Enhance credibility via workplace interactions
4. Design and deliver effective business presentations

Concepts to be covered

CO Mapping

• Defining Career Goals	1
• Developing Curriculum Vitae	1
• Developing LinkedIn Profile	1
• Fundamentals of Business Writing	1
• Letter-writing	2
• Report-writing	2
• Writing an Email	2
• Developing Effective Presentation Skills	2
• Introducing themselves	2
• Handling group discussion	3
• Facing a personal interview	3
• Managing successful meetings	3
• Non-verbal communication	4
• Cross-cultural communication in International Business	4
• Reading, Writing, Listening and Speaking Activity related to HRM, Marketing Management, Entrepreneurship, Business Abroad and CRM	4

Reference Book :

- Business Benchmark by Guy Brook-Hart, Cambridge University Press, Noida, Latest Edition
- 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 Excel for Managers
Course Code: MGT520

L	T	P	Credits
0	0	3	3

Course Outcomes:

After completion of this course student will be able to:

1. Understand the Excel and navigate the worksheet, Enter and edit data in a worksheet
2. Analyse the charts and share information and summarize data with data analysis, PivotTables, and Pivot Charts.
3. Understand how to Import and export data from other applications and use problem-solving tools
4. Increase productivity with macros, templates, and custom toolbars and menus

Concepts to be covered

CO Mapping

▪ Launch Excel and navigate the worksheet.	1
▪ Enter and edit data in a worksheet.	1
▪ Build worksheets.	1
▪ Enhance worksheets.	1
▪ Preview and print worksheets and workbooks.	2
▪ Create charts and share information.	2
▪ Link worksheets and workbooks.	2
▪ Create, sort, and filter lists.	2
▪ Increase productivity with macros, templates, and custom toolbars/menus.	3
▪ Use problem-solving tools.	3
▪ Use auditing tools.	3
▪ Summarize data with data analysis, PivotTables, and Pivot Charts.	3
▪ Work with charts and the drawing tools.	3
▪ Import and export data from other applications.	4
▪ Share workbooks with others.	4
▪ Integrate Excel with the Internet or an Intranet.	4

Reference Book:

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

Course Title: Corporate Law and Governance
Paper Code: MGT521

L	T	P	Credits
4	0	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Learn about the company, its types and how the company is formed along with the AOA and MOA.
2. Equip with the aspects of how management and administration of the company is done with the help of directors and process of winding up of the company.
3. Get the conceptual understanding about the regulatory framework of corporate Governance in India, the role of shareholders and Institutional investors in it.
4. Get the clear understanding about the Issues and Challenges being faced in Corporate Governance in India, whistle blowing mechanism and market for corporate control & Governance.

Unit A (CO Mapping)

Meaning, Definition and Characteristics of a Company, Kinds of Companies,	1
Procedure for Incorporation of Companies - Role of Promoters, Pre-Incorporation Contracts	
Memorandum of Association, Articles of Association	1
Prospectus, Shares and Debentures	1

Unit B

Members and Membership Rights in Companies, Management and Administration of Company, Directors - Appointment, Qualifications, Types	2
Position, Powers, Functions, Duties and Liabilities of Directors Meetings- Kinds and Requisites of Valid Meeting	2
Winding up of Company- Meaning, Types, Procedure	2

Unit C

Understanding Corporate Governance Theories and Models of Corporate Governance	
Corporate Governance in India – Regulatory Framework	3
Role of Shareholders and Board of Directors in Corporate Governance	3
Role of Institutional Investors and Auditors in Corporate Governance	3

Unit D

Corporate Governance Issues and Challenges in India	4
The Board Development Process, Whistle Blowing Mechanism	4
Governance Concerns in Indian Family Managed Companies Market for Corporate Control and Governance	
Corporate Governance and Sustainability Reporting Practices in India	4

Reference Books

1. Company Law by Dr. Avtar Singh, Eastern Book Co. (EBC); 2016
2. Corporate Governance: Principles, Policies and Practices, 3rd Edition. By A. C. Fernando , E. K. Satheesh , K. P. Muraleedharan, Pearson Education, 2018

Course Title: Human Resource Management
Paper Code: MGT505

L	T	P	Credits
4	0	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Understand the fundamentals of Human Resource Management, HR planning & Job analysis function
2. Understand the procurement and compensation function of HRM
3. Understand & analyse the developmental functions of HRM
4. Understand the approaches to maintain industrial relations & contemporary functions of HRM

Unit A (CO Mapping)

Introduction to HRM Meaning, Scope. Definition and Objectives of HRM	1
Functions of HRM and Models of HRM Activities of HRM	1
Challenges of HRM Role of HR Manager	2
Human Resource Planning, HR Planning process, Job analysis, Job description and Job specification Job Rotation, Job enlargement and Job enrichment	2

Unit B

Recruitment and Selection Recruitment Process and Methods of Recruiting	2
Selection process – type of tests and types of interviews	2
Designing and conducting the effective interview	2
Reference, background verification and medical evaluation	3
HR interview, Job offer, Induction and Placement.	3
Wage and Salary administration.	3
Principles and techniques of wage fixation, job evaluation, incentive schemes	3

Unit C

Appraising and Managing Performance, Appraisal process, methods, and potential problems in performance Evaluations, The appraisal interview and feedback interview. Methods to improve performance	3
Career Planning and Development	3
Training and Development Nature of Training, Methods of Training Training Need Assessment Training Design Training Evaluation	3

Unit D

HR outsourcing, Management of Turnover and retention, Workforce Rationalization and International HRM Quality of work life	4
Industrial Relations, Industrial Disputes and causes, Remedial measures Collective Bargaining Grievance Management	4

Text Book

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

Reference Books

1. Noe, Raymond A. Fundamentals of Human Resource Management. Boston: McGraw-Hill/Irwin, Latest Edition

2. Dessler, Gary. Human Resource Management. Upper Saddle River, NJ: Prentice Hall, Latest Edition

3. 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 Outcomes:

After completion of this course, students will be able to:

1. Understand the concept of product management and underline various product mix strategies by examining the factors influencing product designs.
2. Discover the methods to analyse customers and competitors to plan and design product.
3. Elaborate the basics of branding and strategic brand management series and highlight brand resonance model and brand elements.
4. Evaluate the brand value and formulate strategies for brand portfolio, hierarchy and rebranding.

Unit- A

CO Mapping

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. 1

Unit- B

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. 2

Unit- C

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. 3

Unit- D

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. 4

Text Books

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

Reference Books:

1. Gaither & Frazier, Operations Management, Cengage learning
2. Chary, Production and Operations Management, Tata McGraw-Hill
3. 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 Outcomes:

After completion of this course, students will be able to:

1. Get the introduction regarding theory, concepts of financial management. They will know about the fundamentals of financial decision making taking into consideration time value for money and cost of Capital
2. Understand the decision making regarding the sources of capital to be raised based upon capital structure approaches and dividend decisions based upon quantifications
3. Understand the decision-making regarding investments by applying various techniques for evaluations
4. Calculate and manage the working capital requirement With respect to cash, inventory and receivables for the companies.

UNIT-A

CO Mapping

- Financial management: an overview, nature, scope and objectives of financial management. **1**
- Financial decision making and types of financial decisions, agency problem **1**
- The time value of money: concept and significance, calculation of rate of interest, present value and future value. **1**
- Sources of short term and long term finance **1**
- Concepts and tools used in measuring risk and return **1**
- Cost of capital: cost of debentures, cost of equity. Cost of preference shares and cost of retained earnings, WACC and its practical application **1**

UNIT-B

- Valuation of Bonds and Stocks: Types and pricing of bonds, Features of equity and methods of valuation of equity. **2**
- Capital Structure: Introduction, Relevance and irrelevance of Capital Structure (Net Income, net operating income Traditional Views and MM hypothesis), Trade off Theory, Pecking Order Theory. **2**
- Capital Structure Decisions: Optimal capital structure. Determinants of Capital structure in practice **2**
- Dividend Decision. Relevance of dividend policy under market imperfections. Traditional and Radical position on dividend. Issues in dividend policy. **2**
- Theories of relevance and irrelevance of dividend in firm valuation (Walter's model, Gordon's Model, MM Hypothesis) **3**

UNIT-C

- Capital Budgeting: meaning, significance and process. Estimation of Project Cash Flows 3
- Techniques of Decision making: Non-discounted and Discounted Cash flow Approaches 3
- Risk Analysis in Capital Budgeting 3
- Relevance and conflict among different techniques of capital budgeting 2
- Leasing and Hire Purchase: Types of leases, Leasing V/s buying decisions, Evaluating financial lease, Need and importance of hire purchase. Lease V/S hire Purchase. 3

UNIT-D

- Transfer Pricing: meaning methods and practical implications. 4
- Concept and types of working capital. Operating and cash cycle, Estimation of working capital requirement. Working capital financing. Determinants of working capital 4
- Forecasts of working capital requirements 4
- Cash Management (Baumol's Model Miller-Orr Model of managing cash) 4
- Inventory Management: Significance, tools and techniques used in inventory Management. 4
- Receivable Management: Dimensions of credit policy of a firm and evaluation of credit policies; credit analysis

TextBook:

1. Jain, K., Khan, Y. M., Jain, Financial Management. New Delhi: Tata McGraw-Hill Education, Latest Edition.

Reference Books:

1. Srivastva, R., Misra, N, Financial Management. New Delhi: Oxford University Press., Latest Edition.
2. Van Horne, J. C. and Dhamija, S. Financial Management and Policy. New Delhi: Pearson Education. Latest Edition.
3. Chandra, P. Financial Management: Theory and Practice. New Delhi: Tata McGraw Hill Education. Latest Edition

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

L	T	P	Credits
4	0	0	3

Course Outcomes:

After completion of this course, students will be able to:

1. Understand the dynamics of marketing in business
2. Formulate strategies for developing new and/or modified products
3. Formulate effective pricing strategy for the products
4. Develop an integrated marketing communications plan for existing or new products
5. Apply the theoretical marketing concepts to the practical situations

Unit – A**CO Mapping**

Understanding Marketing Management : Defining Marketing for the 21st Century, Developing Marketing Strategies and Plans

1

Assessing Market Opportunities and Customer Value: Scanning the Marketing Environment, Forecasting Demand, and Conducting Marketing Research, Creating Customer Value and Customer Relationships, Analyzing Consumer Markets, Analyzing Business Markets

1**Choosing Value**

Identifying Market Segments and Targets, Competitive Dynamics, Crafting the Brand Positioning, Creating Brand Equity

1**Unit – B****Designing Value**

Setting Product Strategy, Designing and Managing Services, Developing Pricing Strategies and Programs

2

Delivering Value: Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling, and Logistics

3**Unit – C**

Communicating Value: Designing and Managing Integrated Marketing Communications, Managing Mass Communications, Managing Personal Communications

3**Sustaining Growth and Value**

Introducing New Market Offerings, Tapping into Global Markets

4**Unit – D**

Managing a Holistic Marketing Organization for the Long Run

5**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:

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

Course Title: Business Research

Course Code: MGT509

L	T	P	Credits
4	1	0	3

Course Outcomes:

After completion of this course, students will be able to:

1. Develop aptitude for business research, and enable them to take efficient business decisions.
2. Choose right sampling methods for conducting research, and enhance their knowledge related to secondary and primary data collection.
3. Develop data analytical skills through hypothesis formulation and use of different statistical tools.
4. Analyze categorical data and present it in the form of research report.

**CO
Mapping**

Unit – A

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

1

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

1

Unit- 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

2

Unit-C

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

3

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

3

Statistical Inference About the Difference between the means of Two Related Population, One way ANOVA- Introduction and Application in Business Research

3

Unit –D

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

4

Presentation of Result: Report Writing, Organization of Written Report, Tabular and

4

Graphical Representation of Data, Oral Presentation

Text Book

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

Reference Books:

1. Nargundkar, R., Marketing Research: Text and Cases, New Delhi: Tata McGraw Hill, Latest Edition
2. 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 Outcomes:

After completion of this course student will be able to:

1. Learn the relevance of globalization and key drivers to enter into international business
2. Get familiar with research grounded theories of international trade and relevance for the same in integrating economy at global level
3. Understand international financial markets in context to money circulation and currency exchange elements for trade efficiency
4. Get insights about international bodies, tie-ups and integration for international trade

CO Mapping

Unit A

1

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

2

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

3

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

4

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

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

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

Course Title: Personality Development

L	T	P	Credits
0	0	3	3

Paper Code: MGT522

Course Outcomes:

After completion of this course student will be able to:

CO1. Equip with the knowledge of quantitative aptitude for the preparation of interview.

CO2. Understand the concepts of verbal and non-verbal reasoning.

CO3. Learn about how to manage time and stress in a corporate scenario along with the corporate attire being followed in the corporate world

CO4. Gather the insightful knowledge about the Job interview, Creativity at workplace.

Unit 1: Quantitative Aptitude:

CO Mapping

- Number Series 1
- Profit and Loss 1
- Simple Interest and Compound Interest 1
- Work And Time 1
- Time & Speed 1
- Average 1
- Mensuration 1

Unit 2: Reasoning

- Coding and Decoding 2
- Blood Relation 2
- Syllogism 2
- Direction Test 2
- Puzzle Test 2
- Sitting Arrangement 2
- Data Analysis 2

Unit 3

Time Management: How to prioritize and save time. 3

Stress Management: Stress, Sources of Stress, Ways to Cope with Stress 3

Body Language: Facial expressions, body movement and posture, Gestures, eye contacts. 3

Unit 4

Job Interviews: Introduction, Importance of Resume, Definition of Interview, Background Information, Types of Interviews, Preparatory Steps for Job Interviews, Interview Skill Tips, Changes in the Interview Process, FAQ During Interviews 4

Creativity at Workplace: Introduction, Current Workplaces, Creativity, Motivation, Nurturing Hobbies at Work, Six Thinking Hat Method. 4

Course Title: Community Engagement

Course Code: CEC101/CEC102

L	T	P	Credits
1	0	1	2

Course Outcomes:

After completion of this course student will be able to:

1. Gain an understanding of rural life, culture and social realities.
2. Develop a sense of empathy and bonds of mutuality with local community
3. Appreciate significant contributions of local communities to Indian society and economy
4. Learn to value the local knowledge and wisdom of the community
5. Identify opportunities for contributing to community's socio-economic improvements

Unit – A Appreciation of Rural Society

**CO
Mapping
1**

- Rural lifestyle, rural society, caste and gender relations, rural value s with respect to community, nature and resources, elaboration of “soul of India lies in villages’ (Gandhi), rural infrastructure
Practical assignment
- Prepare a map (physical, visual or digital) of the village you visited and write an essay about inter-family relations in that village.

Unit – B Understanding rural and local economy & livelihood

2

- Agriculture, farming, landownership, water management, animal husbandry, non-farm livelihoods and artisans, rural entrepreneurs, rural markets, migrant labour
Practical assignment
- Describe your analysis of rural household economy, its challenges and possible pathways to address them Circular economy and migration patterns focus

Unit – C Rural and local Institutions

3

- Traditional rural & community organisations, Self-help Groups, Panchayati raj institutions (Gram Sabha, Gram Panchayat, Standing Committees), Nagarpalikas & municipalities, local civil society, local administration
Practical assignment
- How effectively are Panchayati Raj & Urban Local Bodies (ULBs) institutions functioning in the village? What would you suggest to improve their effectiveness? Present a case study (written or audio-visual)

Unit – D Rural & National Development Programmes

5

- History of various /development in India, current national programmes: Sarva Shiksha Abhiyan, Beti Bachao, Beti Padhao, Ayushman Bharat, Swatchh Bharat, PM AwaasYojana, Skill India, Gram Panchayat

Decentralised Planning, NRLM, MNREGA, SHRAM, Jal Jeevan Mission, SFURTI, Atma Nirbhar Bharat, etc

Practical assignment

- Describe the benefits received and challenges faced in the delivery of one of these programmes in the local community; give suggestions about improving implementation of the programme for the poor. Special focus to urban informal sector and migrant households

Course Title: Management Science
Course Code: MGT511B

L	T	P	Credits
4	1	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Acquaint with various quantitative techniques which are of great importance for quantitative decision-making.
2. Acquaint with the application of statistical techniques in business decision making.
3. Get the introduction to a broad range of mathematical techniques for solving problems that arise in management to allocate resources and their effective utilization.
4. Understand the concepts and techniques of Operations Research for business decision making and to acquire required skills to solve various problems in OR.

Unit – A

CO Mapping

Introduction to OR- 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

1

Linear Programming: Problem Formulation and Graphical Method- 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

1

Simplex Method- 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

1

Unit – B

Duality- 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

2

Sensitivity Analysis- Sensitivity analysis, Limitations of Sensitivity analysis

2

Transportation Models- 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, **Trans- Shipment Problem**

2

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

3

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

3

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)

4

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

4

Text Book

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

Reference Books:

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

Course Title: Strategic Management
Course Code: MGT601

L	T	P	Credits
4	0	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Learn the process of corporate strategy formulation
2. Learn the nuances of grand strategic choices/corporate level strategies
3. Learn the allocation of resources and design of portfolio of businesses
4. Learn the strategy implementation and strategy evaluation skills
5. Develop the ability to understand and appreciate the interlinkages between the functional areas of management

UNIT-A

CO Mapping

- Introduction to Strategic Management and Business Policy 1
- Hierarchy of Strategic Intent 1
- Environmental Appraisal 1
- Organisational Appraisal 1

UNIT-B

- Corporate-Level Strategies: Concentration, Integration, and Diversification 2
- Corporate-Level Strategies: Internationalization, Cooperation, and Digitalization 2
- Corporate-Level Strategies: Stability, Retrenchment and Restructuring 2

UNIT-C

- Business-Level Strategies 3
- Strategic Analysis and Choice 3
- Activating Strategies 3

UNIT-D

- Structural Implementations 4
- Behavioural Implementation 4
- Functional and Operational Implementation 4
- Strategic Evaluation and Control 5

Text Book:

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

Reference Books:

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

Course Title: Workshop on Business Simulation**Course Code: MGT602**

L	T	P	Credits
0	0	3	1

Course Outcomess:

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.

CO Mapping

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	1
▪ Sales and Distribution	1
▪ Human Resource Management	1
▪ Manufacturing	2
▪ Accounting and Finance	2
▪ Strategic Planning	2

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.

3,4

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: Business Legislations**Course Code: MGT604**

L	T	P	Credits
4	0	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Articulate legal provision related to Indian Contract act.
2. Acquaint with the discharge and breach of contract and bailment.
3. Gain insight about special contract of sales of goods act
4. Develop knowledge on contract of agency, partnership and negotiable instruments.

Unit – A**CO Mapping**

- Indian Contract Act 1872: Classification and Essentials of Contracts **1**
- Offer and Acceptance- Legal Rules as to Offer and Acceptance, Communication and Revocation of Offer and Acceptance **1**
- Consideration- Meaning, Legal Rules as to Consideration, Meaning of Stranger to Contract, Contracts without Consideration. **1**
- Capacity to Contract- Minors, Persons of Unsound Mind, Persons Disqualified by any Law. **1**
- Free Consent- Meaning of Free Consent, Coercion, Undue Influence, Misrepresentation, Fraud and Mistake. **1**
- Legality of Object and Consideration. **1**

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. **2**
- Bailment- Meaning, Classification of Bailment, Rights and Duties of Bailor and Bailee. **2**
- Discharge of Contract- Meaning, Discharge by Performance, Consent, Impossibility, Lapse of Time, Operation of Law, Breach of Contract. **2**
- 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. **2**

Unit – C

- Indemnity and Guarantee- Meaning of Contracts of Indemnity and **3**

Guarantee, Kinds of Guarantee, Difference between Indemnity and Guarantee, Rights and Liabilities of Surety and Discharge of Surety.

- 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
- Conditions and Warranties- Meaning and Difference between Conditions and Warranties, Express and Implied Conditions and Warranties, Caveat Emptor 4
- Unpaid seller- Definition, Rights of Unpaid Seller against the Goods and Buyer Personally. 3

Unit – D

- Agency- Definition of Agent and Principal, Test of Agency, Type of Agents, Creation and Termination of Agency 4
- 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) 4
- 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 4

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. Tulsian, P.C. Business Law, Tata McGraw Hill Education.

Course Title: Workshop on Entrepreneurship

Course Code: MGT605

L	T	P	Credits
0	0	3	1

Course Outcomess:

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:

CO Mapping

1. Instructor Driven Activity to Develop Entrepreneurial Mindset (Marks: 05) 1

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 Submission (10)	2
----------------------------------	---	--	--	-------------------------------------	---

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. 3

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

4

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: Business Analytics
Paper Code: MGT610

L	T	P	Credits
2	0	2	3

Course Outcomes:

After completion of this course student will be able to:

1. Learn financial analytics for strategic framework and better decision making
2. Learn customer analytics to predict and respond to consumer behaviour to facilitate sales
3. Get familiar with HR analytics to enhance relationship and productivity at workplace
4. Learn overall business analytics by integrating various functions of business

CO Mapping

Unit A

1

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

2

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

3

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 outcome 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-world business challenges and tackling these challenges quantitatively.

Unit D**4**

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 3rd 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 Outcomess:

After completion of this course student will be able to:

CO1.Understanding basic foundations and fundamental of Project management

CO2.To make student acquaint with Project schedule, scope and Integration management

CO3. To make student acquaint with Project resource, quality, costs and communication management

CO4.To make student acquaint with Project risks, procurement and stakeholder management

CO Mapping

Unit A

1

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

2

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

3

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

4

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, 9th Edition 2019
2. Gregory Horine, Project Management Absolute Beginner's Guide, 4th 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. 3rd Edition 2014
5. Author Harold Kerzner, Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 12th Edition 2017

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 1st 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 2nd 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)

ELECTIVE GROUPS

GROUP (A) Marketing

Course Title: Consumer Behaviour
Course Code: MGT621

L	T	P	Credits
3	1	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Understand the concept consumer behaviour and market segmentation.
2. Gain insight on different psychological factors influencing consumer behaviour
3. Learn about external factors influencing consumer behaviour.
4. Conceptualize consumer research and post purchase behaviour.

CO Mapping

Unit- A

1

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

2

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

3

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

4

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.

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 Outcomes:

After completion of this course student will be able to:

1. Understand the basics of sales management, sales territory and quota.
2. Integrate human resource practices for sales force of a company.
3. Design distribution strategies and logistics management.
4. Underline other supporting functions of sales management and emerging issue in managing sales force.

CO Mapping

Unit – A

Introduction to sales management, The selling process, Sales organization, Management of sales territory, Management of sales quota 1

Unit- 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 2

Unit-C

Introduction to distribution channel management, Designing Customer-oriented marketing channels, Customer-oriented logistics management 3

Unit –D

Managing Channel member behaviour, Managing Wholesalers and Franchisees, Retail Management 4

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 Outcomes:

After completion of this course student will be able to:

1. Discover knowledge on marketing research, research problem and research designs
2. Gain insight about scaling and sampling designs and other tools used in data collection.
3. Develop knowledge on data analysis and statistical tools used for data analysis.
4. Work on interpretation of results by apply more statistical tools such as factors analysis, cluster analysis and multi-dimensional scaling.

Unit – A

CO Mapping

- 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. **1**
- 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. **1**

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. **2**
- 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. **2**
- Questionnaire and form design:** questionnaire and observation forms, questionnaire design process. **2**

Unit – C

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

Unit – D

Multi Dimensional Scaling: 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	4
Correspondence Analysis, Relationship between MDS, FA, and DA.	4
Factor Analysis: Factor Analysis Model, Statistics Associated with Factor Analysis, Conducting Factor Analysis, Applications of Common Factor Analysis	4
Cluster Analysis: Statistics Associated with Cluster Analysis, Conducting Cluster Analysis, Applications of Non-hierarchical Clustering, Clustering Variables.	4
Research Report Writing: Contents of Report, Executive Summary, Bibliography format. Presentation of Report.	4

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 Outcomes:

After completion of this course student will be able to:

1. Understand the concept of product management and underline various product mix strategies by examining the factors influencing product designs.
2. Discover the methods to analyze customers and competitors to plan and design product.
3. Elaborate the basics of branding and strategic brand management series and highlight brand resonance model and brand elements.
4. Evaluate the brand value and formulate strategies for brand portfolio, hierarchy and rebranding.

Unit A

CO Mapping

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. 1

Unit B

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. 2

Unit C

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. 3

Unit D

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. 4

Reference Books

1. Keller, Kevin Lane, Strategic Brand Management, Pearson Education
2. Kotler, Keller, Marketing Management, Pearson Education
3. S. A. Chunawalla, Product Management, Himalaya Publishing House
4. 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 Outcomes:

After completion of this course student will be able to:

1. Understand the fundamental concepts of Integrated Marketing Communications
2. Develop advertising strategy for a brand
3. Formulate strategies for various promotional tools of a brand
4. Develop a Media plan matching the IMC strategy
5. Formulate the promotional objectives, budget and ways to measure the results of IMC tools

Unit – A

CO Mapping

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 **1**

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 **2**

Unit – C

Managing Other Promotional Tools: Sales Promotion, Direct Marketing, Public Relations and Publicity, Communication in the New Age : Online and Mobile Media **3**

Unit – D

Media Planning and Strategy: Broadcast Media, Developing Media Plan, Promotion Objectives and Budget Determination, Measuring IMC Performance **4**
5

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
8. Communications. Upper Saddle River, N.J: Pearson Prentice Hall, Latest Edition.
9. Aaker, David A, Rajeev Batra, and John G. Myers. Advertising Management. Englewood Cliffs, N.J: Prentice Hall, Latest Edition.
10. Gaur, Sanjaya S, and Sanjay V. Saggere. Event Marketing and Management. New Dehli: Vikas Pub. House, Latest Edition.

Course Title: Marketing of Services
Course Code: MGT661

L	T	P	Credits
3	1	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Get in depth knowledge about service industry, consumer perception and expectations in services.
2. Develop service blueprint by gaining knowledge on service designs and importance of service recovery.
3. Discover the role of employees and customers in service delivery
4. Interpret pricing and promotion strategy to be adopted for services.

CO Mapping

Unit – A

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

1

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.

1

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

1

Unit – B

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

2

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

2

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.

2

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

3

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, recruit, educate and reward customers, manage the customer-mix.	3
--	---

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	4
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

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 Outcomes:

After completion of this course student will be able to:

1. Understand the concepts of retailing by listing various retail formats and analysis of challenges and opportunities available for retail industry in present scenario.
2. Discover consumer behaviour with reference to retail business and setting up the retail strategy by considering different market segment.
3. Develop retail mix strategies for different types of retail formats and concept of store design.
4. Elaborate the other aspects of retail such as supply chain management, human resource management, inventory management and store operations.

CO Mapping

Unit – A

Retailing Environment: An overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers. **1**

Ethical and Security Issues in retailing, Retailing in other countries, opportunity in Retailing, multichannel retailing. **1**

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, **2**

Retail location and Site decision. Retail buying. Retail Market Segmentation, Evaluating Areas for location. **2**

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. **3**

Merchandise management process overview, considerations in setting up retail prices; Store design objectives. **3**

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. **4**

Store operations - size and place allocation, Store Maintenance, Inventory Management; FDI in Retailing. **4**

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 Outcomes:

After completion of this course student will be able to:

1. Develop understanding about purchase organizations and differentiate between industrial and consumer goods.
2. Interpret various buying motives by understanding factors influencing buying behaviour in industries.
3. Conceptualize about rural markets and rural consumers with help of segmentation, targeting and positioning.
4. Articulate product promotion strategies for rural markets and role of co-operative societies in serving rural customers.

CO Mapping

Unit – A

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.

1

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

1

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.

2

Segmenting the Industrial Market, Targeting and Positioning.

2

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

2

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.

3

Segmenting the Rural Market, Targeting and Positioning.

3

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

3

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. **4**

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 Karminster 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 Outcomes:

After completion of this course student will be able to:

1. Understand the concept e-business and online marketing mix.
2. Gain insight on various platforms of digital world.
3. Learn about distinct tools of online marketing
4. Discover emerging issues of online marketing

CO Mapping

Unit – A

Marketing in the Digital world

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

1

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

2

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

3

Unit – D

Issues in E-business

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

4

Total

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 Outcomes:

After completion of this course student will be able to:

1. Understand the concept of non-profit organizations.
2. Develop plans for market research and focus on branding and marketing services
3. Gain insight about fundraising, social marketing and marketing of higher education institutions.
4. Learn the marketing of healthcare services and public sector and social entrepreneurship.

CO Mapping

Unit – A (Introduction to Marketing)

- Scope and Challenges of Non-profit Sector **1**
- Development of Non-profit Sector
- Developing a Societal and Market Orientation

Unit- B (Marketing Planning) **2**

- Marketing Planning: The Operating Environment and Marketing Audit
- Marketing Research
- Marketing Objectives and Strategy
- Branding
- Marketing Programmes and Services: The Operational Mix

Unit- C (Specific Applications)

- Social Marketing: the Marketing of Ideas **3**
- Fundraising
- Arts Marketing
- Marketing in Higher Education

Unit- D (Other Applications)

- Healthcare Marketing **4**
- Social Entrepreneurship
- Volunteer Support and Management
- Public Sector Marketing

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	Credits
0	0	4	3

Course Outcomes:

After completion of this course student will be able to:

1. Understand the basics of digital marketing
2. Design professional blog on wordpress
3. Write Blog article after researching keywords
4. Design social media channels and strategy for the business

CO Mapping

Concepts to be covered through the practicals in the computer laboratory

• Creating a Buyer Persona	1	
• Identifying USP		1
• Conducting Online survey	1	
• Building a Blog/ Website	2	
• Copywriting for digital media	2	
• Search Engine Optimization	3	
• Creating Advertisements on Google Adwords	3	
• Analyzing data through Google Analytics	4	

Reference Book :

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

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

L	T	P	Credits
0	0	4	3

Course Outcomes:

After completion of this course student will be able to:

1. Understand the fundamentals of social media marketing
2. Design social media strategy for the business
3. Design Youtube channel for the business
4. Design facebook and Instagram account and strategy for the business

Concepts to be covered through the practicals in the computer laboratory

CO Mapping

• Marketing through Youtube	1
• Facebook Marketing	1
• Marketing through Instagram	2
• Twitter Marketing	2
• Quora Marketing	3
• Marketing through LinkedIn	3
• Marketing through Whatsapp	4
• Email Marketing	4

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 Outcomes:

After completion of this course student will be able to:

1. Understand the financial securities, markets and process of trading
2. Learn the techniques of fundamental and technical analysis for security evaluation
3. Learn the process of portfolio management, evaluation and control
4. Learn the different theories for construction of optimal portfolio
5. Develop the ability to manage a portfolio of securities

CO Mapping

Unit-A The Investment Environment

- The investment decision process, Types of Investments, Investment attributes, Investment Vs speculation **1**
- Securities Market: Participants in securities market, Role and regulation of primary market, Modes and methods of floating new issues **1**
- Secondary Market : Introduction to stock exchanges in India, Regulators, Trading and settlement Mechanism, Types of orders, Stock market indices **1**

Unit-B Security Analysis (Fundamental And Technical Analysis)

- Risk and Return: Concepts of risk and return, Measurement of risk: standard deviation and variance, the relationship between risk and return **2**
- Fundamental Analysis: Economy analysis, Industry analysis and Company Analysis - Analysis of Financial statements, Weaknesses of fundamental analysis **2**
- Technical Analysis: Introduction, Principles, Difference from fundamental analysis, Basic Tenets of Dow Theory, Critical Appraisal of Dow theory, **2**
- Different Types of charts, Chart patterns **2**

Unit-C Portfolio Management

- Efficient Market Hypothesis and Behavioural Finance **3**
- Portfolio Construction **3**
- Portfolio Markowitz Model (Mean Variance Analysis) **3**
- The Sharpe Single Index Model **3**

Unit- D Portfolio Theories

- Capital Asset Pricing Model - assumptions of CAPM; Inputs required for applying CAPM, Limitations of this Model **4**

- Arbitrage Pricing Theory and its principles, Comparison of Arbitrage Pricing Theory with the Capital Asset Pricing Model. 4
- Portfolio Evaluation 5

- Portfolio Revision 5

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 Outcomes:

After completion of this course student will be able to:

1. Gain knowledge on the entire structure of financial system which are applicable in India.
2. Understand the linkages of NBFC, Hire purchase and Lease assistance to micro small, small, medium and large scale business units.
3. Comprehend the mechanism of different financial services like Banking, Insurance, Factoring, Forfeiting Bills Discounting, Housing Finance, credit rating, and corporate restructuring and their relevance for individuals and corporate sector.
4. Know the role of different financial intermediaries in delivering distinct financial services such as Issue management.

CO Mapping

Unit – A

- Non Banking Financial Companies 1
- Theoretical and Regulatory framework of Leasing
- Hire Purchase Finance and Consumer Credit
- Factoring and Forfeiting

Unit- B

- Bills Discounting 2
- Housing Finance
- Insurance Services and Products

Unit- C

- Venture Capital Financing 3
- Banking Products and services
- Mutual funds: Services and Products.

Unit- D

- Issue Management: Intermediaries and Activities/Procedures 4
- Corporate Restructuring
- Credit Rating

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 Outcomes:

After completion of this course student will be able to:

1. Gain knowledge regarding various aspects of corporate valuation & corporate governance.
2. Make valuations of shares, bonds and various finance options.
3. Understand Investment Banking, Financial Restructuring & IPOs.
4. Articulate the various concepts of Bankruptcy, reorganization, liquidation, Mergers & LBOs.

CO Mapping

Unit – A

(Introduction to Strategic Financial Management and Corporate Valuation)

- An Overview of Financial Management 1
- An Overview of Financial Environment 1
- Corporate Valuation 1
- Value-Based Management 1
- Corporate Governance 1

Unit- B (Securities and Their Valuation)

- Bonds and Their Valuation 2
- Stocks and Their Valuation 2
- Financial Options 2
- Valuation of Financial Options 2

Unit- C (Strategic and Tactical Financing Decisions)

- Distribution to Shareholders: Dividends and Repurchases 3
- Initial Public Offerings 3
- Investment Banking, 3
- Financial Restructuring 3

Unit- D (Special Topics)

- Derivatives and Risk Management 4
- Bankruptcy 4
- Reorganization 4
- Liquidation 4

• Mergers	4
• LBOs	4
• Divestitures	4
• Holding Companies	4

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

Course Outcomes:

After completion of this course student will be able to:

1. Know the concept and relevance of SCM in practical world
2. Know the techniques associated with CVP, variance and cost analysis
3. Get familiar with key measurement and valuations under strategic cost management
4. Learn performance and evaluations under strategic cost management

CO Mapping

Unit-A Strategic Cost Management

- Meaning, Nature and Significance of Strategic Cost Management **1**
- Limitations of Traditional Costing, Difference between Conventional Cost Analysis and Strategic Cost Analysis **1**
- Financial, Operational and Strategic Views of Cost, Contemporary Cost Management Tools **1**
- Activity Based Costing **1**
- Treatment of Cost, Steps, Advantages, Disadvantages **1**

Unit B: Performance, Variances and Cost Analysis

- Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis. **2**
- Variance Analysis: Basics of Standard Costs, Material Variances, Labour Variances, Overhead Variances, **2**
- Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis. **2**
- 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. **2**

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. 3

Unit D Performance and Evaluations

- Responsibility Accounting: Activity based Responsibility Accounting 4
- Behavioural aspects of responsibility accounting, Transfer Pricing. 4
- Performance Evaluation: Traditional Framework of Performance Evaluation, Performance Measurement System
- Balanced Scorecard, Implementation, Strengths and Weaknesses of Balance Scorecard, Behavioral Views 4
- Productivity improvement: Various tools and techniques including Kaizen and Six Sigma. 4

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 Outcomes:

After completion of this course student will be able to:

1. Get an in-depth understanding of concept of project along with methodology to be followed for idea generation to final screening of a project idea.
2. Practically conduct marketing and technical appraisal of a project.
3. Know the practical application of scheduling tools for ensuring the completion of a project within time and cost constraints.
4. Conduct risk analysis and evaluation of financial feasibility of a project.
5. Become more responsive towards the social impacts of a project with the thorough understanding of SCBA approaches.

CO Mapping

Unit-A Introduction to Project Management

- Project Management: Overview of Project management, Types of Project 1
- Project Life cycle 1
- Project Management Framework 1
- Project Planning: Strategy and Resource allocation, Generation and screening of project ideas 1

Unit- B Market and Technical Appraisal of the project

- 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 2
- Network Analysis in Project management: PERT and CPM 2

Unit C: Risk and Financial Appraisal

- Risk Management in Projects 3
- Measures of Risk, Sensitivity Analysis 3
- Financial appraisal of Project: Time Value of Money 3
- Financial appraisal of Project:Capital Budgeting 3

Unit D- Financing for the projects And Environment Analysis

- Determination of Project Cost, 4
- Financing decision in Project: Short term financing (Working capital requirements) 4
- Financing decision in Project:: Long term financing 4
- Project Statements in Projects: profitability projections, projected cash flow statement and projected balance sheet. 5
- Environmental Appraisal: SCBA 5
- SCBA Approaches: UNIDO Approach, LM Approach, SCBA by Financial Institutions 5

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 Outcomes:

After completion of this course student will be able to:

1. Acquire knowledge and skills to excel in the area of management control systems.
2. Equip the students with analytical and evaluation abilities to evaluate the management controls and budgetary systems.
3. Make the students to apply different management styles in the organization for an efficient and effective control.
4. Understand the various control Techniques used by MNC's, Non-Profit organisations, service organisations and others along with the Management audit.

CO Mapping

Unit- A

1

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

2

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

3

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 serviceand non-profit organizations: characteristics, professional service organizations, financial service organizations, healthcare organizations, non-profit organizations.

Unit- D

4

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.

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 Outcomes:

After completion of this course student will be able to:

1. Understand the concept, nature and types of derivatives
2. Learn the Option Models, strategies and implications for better trading activities
3. Learn the Concepts related with SWAPS, and complex derivatives structure
4. Get familiar with complex issues like option greeks and delta hedging

CO Mapping

Unit – A (Introduction to Derivatives)

- Derivatives- Introduction, Types and Advantages **1**
- Regulation of Trading of Derivatives, SEBI guidelines related to Trade of Derivatives **1**
- Forwards and Futures- Introduction, Distinction between Forwards and Futures Contracts **1**
- Pricing Principles, Beta and Optimal Hedge Ratio **1**

Unit- B (Introduction to Options)

- Options- Meaning, Types, Key Determinants of Option Prices, introduction to The Binomial Model and The Black-Scholes Model. **2**
- European and American Calls And Puts **2**
- Put Call Parity **2**
- Strategies of Options- Strategies, Pay-offs **2**

Unit- C (Swaps, Interest Rate Derivatives and Credit Derivatives)

- Swaps- Meaning and Mechanics of Swaps **3**
- Interest Rate Derivatives and Euro- Dollar Derivatives **3**
- Credit Derivatives **3**

Unit- D (Other issues)

- Risk Management with Derivatives- Meaning, Reasons of Managing Risk, Types of Risk in trading with Derivatives. **4**
- Exotic options **4**
- Option Greeks **4**
- Delta hedging **4**

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 Outcomes:

After completion of this course student will be able to:

1. Understand the basic terminologies of direct tax along with differences between tax planning, tax avoidance and the tax evasion.
2. Gain the knowledge of legal provision of direct tax applicable on corporate such as TDS, TCS, Advance tax, Clubbing provisions, Set off and carry forward of losses.
3. Get thorough knowledge of different heads of direct tax as per the latest assessment year.
4. Know the application of deductions with respect to incomes and payments for the computation of tax liability.
5. Frame the strategies of corporate tax planning with respect to certain businesses and specific business decisions.

CO Mapping

Unit-A Tax Management and Fundamentals

- Overview of tax system in India, types of taxes 1
- Tax management, Tax planning, tax avoidance and tax evasion 1
- Basic definitions under income tax act 1
- Residential Status of Companies 1
- Exempted Incomes 1

Unit B : Tax Computation..

- Tax Planning in relation to income from business & profession, Capitalgains, Income from other sources 2
- Clubbing provisions, Set off and carry forward of losses 2
- Introduction to TDS and payment of Advance Tax, 2
- Rates of tax & computation of tax liability of individuals and companies 2
- Tax Planning on Deductions under Chapter VIA 2

Unit C: Tax Planning for the Business

- Tax Planning with reference to setting up of a new business. 3
- Tax Planning with reference to location of business. 3
- Tax Planning with reference to form of organization. 3
- Tax Planning with reference to nature of business 3

Unit D: Tax Planning for specific Business decisions

- Tax Planning with reference to Financial Management Decisions. 4

- Tax Planning with reference to Managerial Decisions. 4
- Tax Planning in respect to Employee's Remuneration. 5
- Tax Planning regarding Capital Gains. 5
- Tax Planning in respect of Amalgamation or Demerger. 5

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. Singhanian, Kapil Singhanian, Monica Singhanian. 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 Outcomes:

After completion of this course student will be able to:

CO1: understand the nuances of valuation of firms

CO2: value a firm based on discounted cash flows

CO3: make relative valuation of the firm

CO4: understand the technicalities involved in valuation of firms for mergers and acquisition

CO Mapping

Unit – A (Introduction to Mergers and Valuation)

- Concept of Mergers and Acquisitions 1
- Introduction to valuation- Philosophical basis 1
- Approaches to Valuation 1
- Role of Valuation 1

Unit- B (Discounted Cash Flow Valuation)

- Estimating Discount Rates- Risk, Cost of Equity, Cost of Equity to Cost of Capital 2
- Measuring Cash Flows- Categorising Cash Flows, Earning, Tax Effect, Reinvestment needs 2
- Forecasting Cash Flows- Structure Discounted Cash Flows Valuation, Length of Extraordinary Growth Period, Cash Flow Forecasts, Terminal Value 2
- Equity Discounted Cash Flow Models- Cost of Capital Approach, Adjusted Present Value Approach, Excess Returns Models 2

Unit- C (Relative Valuation)

- Relative Valuation- Meaning, Ubiquity, Reasons for Popularity and Pitfalls, Standardised values and Multiples 3
- Equity Multiples 3
- Value Multiples 3

Unit- D (Loose Ends in Valuation)

• Cash, Cross Holding and Other Assets	4
• Employee Equity Options and Other Compensation	4
• The value of Intangibles	4
• Value of Control	4
• Value of Liquidity	4
• Value of Synergy	4

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
3	1	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Develop the personal financial goal with an in-depth understanding of components, process, and factors that determine personal financial planning.
2. Apply the essential tools to measure risk and return in portfolio for designing a financial plan.
3. To design a well-diversified financial plan of an individual as per the different stages in life cycle by the usage of specific investment strategies.
4. Have Intensive understanding of traditional and latest investment vehicles, norms of tax planning, plans for retirement planning, latest schemes for insurance planning and ways to make estate planning of an individual.
5. To take ethical decision in financial planning within the purview of prevalent regulatory environment in the economy.

CO Mapping**UNIT-A**

- Personal Financial Planning: Process, Components and Precautions **1**
- Developing personal financial goals **1**
- Influence on personal financial planning **1**

UNIT-B

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

UNIT-C

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

UNIT-D

• Tax Planning: Clubbing of incomes and set off and carry forward	4
• Estate Planning	4
• Role of Regulatory Environment in Personal financial planning	5
• Ethical Issues in personal financial planning	5

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

Course Title: Workshop on Financial Modeling

Course Code: MGT612

L	T	P	Credits
0	0	3	3

Course Outcomes:

After completion of this course student will be able to:

1. Learn the business analysis techniques under MS-excel
2. Know the techniques like capital budgeting and TVM analysis under MS-Excel
3. Learn the modeling of balance sheets under MS-excel
4. Know the company valuations under excel

CO Mapping

• Excel key functions and functionalities	1
• Financial functions in excel	1
• Business analysis techniques applied in excel	1
• Creating a professional business in excel	1
• Introduction to capital budgeting	1
• Time value of money	2
• Calculating present and future value in MS-Excel	2
• Capital budgeting techniques in MS-Excel	2
• Cost of capital methods	2
• Fundamentals of financial modeling	3
• Forecasting guidelines under financial modeling	3
• Modeling of the income statement	3
• Modeling of balance sheet	
• Company valuations	3
• Merger and acquisitions	4
• DCF Model in MS-Excel	4
• Company valuation with multiples in Excel	4

Reference Books:

1. Michael Rees, *Financial Modeling in Practice*.USA:Wiley, Latest Edition.
2. John Tjia, *Building Financial Models*, USA: Mcgraw Hill, Latest Edition

GROUP (C)

Human Resource Management

Course Title: Organizational Change and Development
Paper Code: MGT631

L	T	P	Credits
3	1	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Understand the meaning, models and factors of organizational development in the ever-changing global work environment.
2. Conceptualize wide range of interventions for practical applications in changed business context.
3. Change management and develop analytical abilities for facilitating change in the organization.
4. Learn about the trends and advances in organizational change and development so that they remain updated with global organizational changes and their implementation process.

CO Mapping

Unit A

1

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

2

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

3

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

4

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 Outcomes:

After completion of this course student will be able to:

1. Conceptualize manpower planning and enable the students to acquire skills for manpower planning in the organization.
2. Study Human resource development and the role of strategic human resource management in the changing business environment.
3. Acquire knowledge related to new paradigms of organization development and the evolving concept of learning organization.
4. Make the students think globally in context with acquisition, development and retention of manpower in the organization.

CO Mapping
1

Unit A

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

2

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

3

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

4

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 Outcomes:

After completion of this course student will be able to:

1. Understand the concept & related mechanisms of collective bargaining
2. Understand of pre-negotiation, during negotiation & closing negotiation activities.
3. Understand of nature, concept & approaches of participative management.
4. Understand and explain the different forms of worker's participation in management.

CO Mapping

Unit A

1

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

2

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

3

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

4

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	1	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Understand and analyse the different dimensions related to conceptual framework of training and learning
2. Understand the identification of training needs and designing the training programme
3. Analyse the training types, methods, aids & implementation of training
4. Appreciate the understanding of training evaluation & trainer's requirements

CO Mapping

Unit A

1

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

2

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 outcomes of training- factors, strategies.

Unit C

3

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

4

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 Outcomes:

After completion of this course student will be able to:

1. Understand the conceptual framework of labour legislations, international labour standards, Factories Act & Employees Compensation Act
2. Understand the nature of labour welfare and its related laws
3. Understand the nature of social security & its related laws
4. Understand the laws related to wages & industrial employment (standing orders)

CO Mapping

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

- Introduction to Labour Legislations **1**
- Labour Legislations- Meaning, Objectives and Classification **1**
- 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 of Adults, Employment of Young Persons and Women, Annual Leave with Wages, Penalties. **1**
- National and International Labour Organisations- Standard Setting For Labour Welfare **1**
- The Employees' Compensation Act, 1923- Scope, Definition, Rules regarding Workman Compensation, Injury arise out of and in the Course of Employment, Provisions **1**

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 **2**
- 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. **2**
- Payment of Gratuity Act, 1972- Definitions, Coverage of Act, payment of gratuity, Determination and Recovery, penalties and offences. **2**
- 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. 3
- 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. 3
- 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. 3

Unit- D (Other Labour Legislations)

- Industrial Employment (standing order) Act, 1946 4
- 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 4
- 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. 4
- One Rank One Pension 4

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.
2. 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 Outcomes:

After completion of this course student will be able to:

1. Understand the framework of industrial relations and impact of industrialization & globalization on it.
2. Understand the trade unionism, existence at national level & its legal framework.
3. Understand the industrial conflict/disputes & its legal framework.
4. Understand the mechanisms of maintaining industrial relations & international practices related to industrial relations

CO Mapping

Unit A

1

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

2

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

3

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

4

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 Outcomes:

After completion of this course student will be able to:

1. Get the in-depth knowledge about the foundations of performance management i.e., its Pre-Requisites, philosophy, performance management cycle and Role of HR professionals in Performance Management.
2. Learn about the different stages involved in Planning and Implementation of Performance Management.
3. Get the conceptual understanding about the performance Appraisal which involves its methods, designing of appraisal forms, Performance Review Discussions.
4. Equip with the concept of developmental issues being faced in performance management.

CO Mapping

Unit A

1

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

2

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

3

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

4

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 Outcomes:

After completion of this course student will be able to:

1. Build the conceptual understanding regarding industrial and organizational psychology along with the Role of heredity and environment within an organization.
2. Get the in-depth knowledge about the concept of psychological testing and learn about the role of Industrial morale and attitudes within an organization.
3. Equip with the concept of motivation in Industrial psychology along with the role of work schedules within an organization.
4. Learn about the concepts of Industrial Sociology and the major Psychological and Social issues being faced within an organization.

CO Mapping

Unit A

1

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

2

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

3

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

4

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: Knowledge Management
Paper Code: MGT672

L	T	P	Credits
3	1	0	3

Course Outcomes:

After completion of this course student will be able to:

1. Get the understanding about Knowledge Centric Organisation along with the Knowledge management framework – A lifecycle view.
2. Learn about the concepts of Knowledge Capture Techniques and also get the insightful knowledge about Verification & Validation of Knowledge Base.
3. Develop the understanding about how to design and Implement knowledge management strategies along with the Knowledge tools and technologies.
4. Get the conceptual understanding about the Learning, Innovation and Knowledge Management along with the major Issues & challenges faced in Knowledge Management.

CO Mapping

Unit A

- Working Smarter in the Knowledge Economy 1
- The Knowledge-Centric Organisation 1
- Understanding Knowledge-the Core of Business 1
- Knowledge Creation and Knowledge Architecture 1
- Knowledge Management Framework: A Life Cycle View 1

Unit B

- Capturing Tacit Knowledge 2
- Other Knowledge Capture Techniques 2
- Knowledge Codification 2
- Verification and Validation of Knowledge Base 2
- Knowledge Transfer and Knowledge Sharing 2

Unit C

- Knowledge Management Strategies- Designing and Implementation 3
- Communities of Practice for effective KM Strategy 3
- Knowledge tools and technologies 3
- Information Technology Orientation 3

Unit D

- Organisation Learning 4
- Learning, Innovation and Knowledge Management 4
- Knowledge Management and Business Performance 4
- KM orientation of firms 4
- Issues and Challenges in KM 4

Reference Books:

1. Awad, E.M. and Ghaziri, H.M., Knowledge Management, New Delhi, PHI Learning Private Limited, Latest Edition.
2. Mohapatra, S., Knowledge Management, New Delhi, Macmillan Publishers India Ltd.
3. Hislop, D., Knowledge Management in organizations, USA, Oxford University Press, Latest Edition.
4. Reddy, B.R., Knowledge Management -Tools for Business Development, Mumbai, Himalaya Publishing House, Latest Edition.
5. Jawadekar, W.S., Knowledge Management, New Delhi, Tata McGraw Hill, Latest Edition.

Course Title: Managing Innovation and Creativity

Course Code: MGT615

L	T	P	Credits
3	1	0	3

Course Outcomes

After completion of this course student will be able to:

1. Elaborate upon the fundamental concepts of innovation
2. Gain the understanding of strategizing the idea of innovation
3. Explain the financing & implementation of innovative idea
4. Gain the sensitization about the impact of globalization on change and innovation

CO Mapping

Unit – A (Introduction to Innovation)

- Innovation Management, Models of Innovation 1
- The Underpinning of Profits: Assets, Competences, and Knowledge 1
- Sources and Transfer of Information 1

Unit- B (Strategizing)

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

Unit- C (Implementation)

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

Unit- D (Globalisation)

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

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

Course Outcomes

After completion of this course student will be able to:

1. Make the students understand the importance of culture in taking management decisions
2. Develop skills in students related to international staffing operations and to enable them perform international recruitment and selection decision effectively.
3. Demonstrate competence related to decisions regarding Training and development as well as compensation for the expatriates.
4. Get a practical know how related to the concept of performance management; its application in the global context as well as develop negotiating skills required for cross cultural negotiation.

CO Mapping

Unit A

1

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

1

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

1

Unit B

2

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.

2

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

2

Unit C

Issues and problems with Dual Career Couples.

3

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

3

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

4

International Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation. 3

Unit D

Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees 4

Cross –cultural Negotiation & Decision making: Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context, Negotiations across culture, Cross, culture Negotiation Process 4

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 Outcomes

- CO1.** Outline the basic objective of the Systems Development Life Cycle, Elicitation and Prioritization of Organizational Problems.
- CO2.** Acquired knowledge about New Systems Requirements: Issues and Trade-offs in Requirements Analysis, technical, Cost, and Operational Feasibility Analysis.
- CO3.** Acquired knowledge about the Issues Related to the Adoption of Large-Scale Database Management Systems.
- CO4.** Comprehend the knowledge about Distributed Processing and Network Configuration.

CO Mapping**Unit- A****1**

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**2**

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**3**

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**4**

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

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 Outcomes:

CO1. Understand the concepts and techniques of integrating various supply chain systems.

CO2. Acquired knowledge about the application of Information technology in logistics systems.

CO3. Comprehend the knowledge about Strategic Cost Management in a Global Supply Chain, Global Logistics and Material Positioning.

CO4. Acquired knowledge about the Importance of Information in Supply Chains.

CO Mapping**Unit- A****1**

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**2**

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**3**

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**4**

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

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 Outcomes:

After completion of this course student will be able to:

CO1.Outline the major total quality management techniques and tools which are highly required in the industry.

CO2.Acquired knowledge about total Quality management in marketing and sales function.

CO3.Comprehend the knowledge about role of TQMs in control and improvement process & performance measure workforce teams.

CO4.Acquired knowledge about TQM implementation, ISO 9000, ISO 9001: 2000 series of standards

Unit- A

1

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

2

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, PDCA 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

3

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

4

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

Reference Books:

Rampersad, H.K. and Narasimhan. K. Managing Total Quality: Enhancing Personal and Company Value. New Delhi: Tata McGraw-Hill, Latest Edition,

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 outcomes:

1. To provide students with concepts, principles and methods for strategic sourcing and purchasing, and implementation.
2. To perform strategic sourcing and purchasing
3. Reveal the practical challenges of today's sourcing and purchasing processes
4. Understand the latest developments such as services buying, socially responsible purchasing and category sourcing strategies.

CO Mapping

Unit – A

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. **1**

Buying from Overseas/Total Cost of Ownership: Concept of landed cost. Incoterms. Int'l trade/logistic issues. **1**

Sourcing in the Global Context: Complexity of global sourcing, Challenging issues in international trade and logistics; Tactical and strategic sourcing. Sourcing process. Analysis of supply market. Competitive strategy. Sourcing information. **1**

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. **2**

Competitive Bidding and Negotiation: Use of competitive bidding to select supplier. Auctions. Cost estimation and mark-up strategy. Evaluating bids. Two-envelope bidding system. Stages of negotiation. Strategies of negotiation. Support tools for negotiation like price/cost analysis and learning curve. **2**

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. **3**

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. **3**

Unit – D

Commodity Buying: The nature of commodities, how markets operate. The control of expenditure through averaging techniques. Hedging issues. **4**

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. **4**

Emerging Trend: Socially responsible purchasing. Category sourcing strategies. **4**

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 outcomes:

After completion of this course student will be able to:

CO1. Understand the functions, significance of Inventory Management and Material Requirement Planning System (MRP).

CO2. Acquired knowledge about methods of Inventory Management System and Storage and Inventory Control techniques.

CO3. Comprehend the knowledge about make or buy decision and Logistics and Franchising.

CO4. Understand the developments such Simulation of Inventory Systems, Computer Integrated Systems of inventory and Performance of Inventory System.

CO Mapping

Unit – A

- Meaning, Functions and Significance of Inventory Management. 1
- Strategic Inventory management 1
- Forecasting Methods of Inventory 1
- Material Requirement Planning System (MRP) 1
- Purchasing Management – Objectives, Functions, Methods, Procedure, and Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets. 1
- Vendor Rating and Source Location, Negotiation 1
- Lower of cost or market rule; Inventory ascertainment and reconciliation. 1

Unit- B

- Inventory Models 2
- Methods of Inventory Management System- LIFO, FIFO, HIFO, Base Stock 2
- 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 2
- Economic Ordering Quantity and Extensions 2

Unit- C

- Make or Buy Decisions 3
- Logistics and Franchising 3

Unit- D

- Simulation of Inventory Systems 3
- Computer Integrated Systems of Inventory 4
- Performance of Inventory System 4

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

After completion of this course, the students will be able to:

- CO1. Understand what is meant by sustainability in the context of the supply chain management.
 CO2. Evaluate the impact of supply chain management on sustainability and product-oriented monitoring.
 CO3. Able to understand the processes, knowledge, managerial challenges and prioritize internal sustainability gap.
 CO4. Discuss the supply chain stakeholder's management strategies and future infrastructure constraints.

Unit-A

CO Mapping

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

1

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

2

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

3

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

Unit- D

Managing outside organisation

4

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.

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 Outcomes

After completion of this course, students will be able to:

- CO1.**learn wide application of ERP in various markets, which is required highly by the industry.
- CO2.**Discuss the various new technologies which can be used to achieve core competencies.
- CO3.**Understand the ERP system, Business models and quality management.
- CO4.**Elaborate the Enterprise Application Integration, ERP market, dynamics and future direction.

CO Mapping

Unit-A

1

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

2

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

3

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

4

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

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 outcomes:

After completion of this course, students will be able to:

CO1.Acquaint with the logistics strategies related to customers, transportation, data mining and warehousing.

CO2. Learn functional architects, wireless technologies and modern strategies related to logistics.

CO3.Learn about fundamentals of Transport management systems and logistics network design.

CO4.Discuss the Logistics, paperless and wireless logistic systems.

CO Mapping

Unit- A

1

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

2

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

3

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

4

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

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 outcomes

After completion of this course, students will be able to:

CO1. Learn about the technology used in supply chain management.

CO2. Discuss CRM and supply chain management.

CO3. Understand concept of E-SRM, and strategic sourcing.

CO4. Details about logistics resource management.

CO Mapping

Unit- A

1

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

2

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

3

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

4

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.

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 outcomes:

After completion of this course, students will be able to:

CO1. Understand basics of manufacturing management.

CO2. Get details on Materials Requirement Planning (MRP) and Manufacturing Resources Planning (MRP – II)

CO3. Elaborate operation scheduling, Kaizen, six sigma, Quality circles etc.

CO4. Learn about maintenance and importance of employee involvement in manufacturing.

CO Mapping

Unit- A

1

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

2

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

3

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

4

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

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 Delhi: EXCEL BOOKS, Latest Edition.

GROUP (E)

Information Technology

Course Title: Database Management System using Oracle

Course Code: CSA653

L	T	P	Cr
3	1	0	3

Course Outcomes

After completion of this course, students will be able to:

CO1.Understand basics of database management systems and data models.

CO2.Draw Entity-Relationship diagrams to represent simple database application scenarios and data base protection

CO3.Elaborate SQL queries for a given context in relational database.

CO4.Learn about PL and SQL data types and Oracle.

CO Mapping

UNIT – A

Data Base Concepts

1

- 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

2

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

3

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**4****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
3	1	0	3

Course Outcomes

After completion of this course, students will be able to:

CO1. This lab enables the students to practice the concepts learnt in the subject DBMS by developing a database using SQL.

CO2. The student is expected to practice the designing, developing and querying a database using PL/SQL.

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	1	0	3

Course Outcomes

After completion of this course, students will be able to:

CO1.Understand basics management information system.

CO2.Learn the concepts of decision support system.

CO3.Elaborate executive information and support and expert systems

CO4.Gain insight on decision making systems, modelling and analysis.

UNIT-A

CO Mapping

System and Information Concepts

1

- 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

2

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

Expert System

3

- 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**4****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	1	0	3

Course outcomes:

After completion of this course, students will be able to:

CO1. Understand electronic commerce, and key concepts of world wide web for electronic commerce.

CO2. Develop knowledge on network security and firewall system for online transactions.

CO3. Elaborate online banking and supply chain management.

CO4. Gain insight on E-business, strategies and blueprint.

CO Mapping
1

UNIT—A

- 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

- 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

- 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

- 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	1	0	3

Course Outcomes

After completion of this course, students will be able to:

CO1.Understand the concepts of data communications and network systems.

CO2.Develop knowledge on data link layer, and protocols

CO3.Elaborate network layer and trouble shooting.

CO4.Gain insight on transport layer and applications

CO Mapping

UNIT– A

Introduction to Data Communication

1

- 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

2

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

3

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

4

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
3	1	0	3

Course outcomes:

After completion of this course, students will be able to:

CO1.Expose 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.

CO2.Study various features of the languages which laid on writing well-structured modular and readable programs accompanied by good documentation.

UNIT – A

CO Mapping

Introduction

1

- 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

1

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**2****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**2****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
3	1	0	3

Course Outcomes

After completion of this course, students will be able to:

CO1.Build software development skills using java programming for real-world applications.

CO2.Understand and apply the concepts of classes, packages, interfaces, arraylist, exception handling and file processing.

- 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	1	0	3

Course outcomes:

After completion of this course, students will be able to:

CO1. Understand the software project planning, various software process models, system design analysis, various testing techniques and software engineering tools.

CO2. Plan and manage projects at each stage of the software development life cycle (SDLC).

CO3. Learn about the activity planning and risk management principles.

CO4. Manage software projects and control software deliverables.

CO Mapping

UNIT-A

Introduction

1

- 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

2

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

3

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**4****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
3	1	0	3

Course outcomes:

After completion of this course, students will be able to:

CO1.Build web applications using ASP and client-side script technologies use with Microsoft's IIS.

CO2.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.

CO Mapping
1

UNIT—A

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

Introducing C# Programming

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

UNIT—C

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**2****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
3	1	0	3

Course Outcomes

After completion of this course, students will be able to:

CO1.Create user interactive web pages using ASP.Net.

CO2.Create simple data binding applications using ADO.Net connectivity.

CO3.Perform Database operations for Windows Form and web applications.

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

Course Title: Operating Systems
Course Code: CSA663

L	T	P	Cr
3	1	0	3

Course outcomes:

After completion of this course, students will be able to:

CO1. Understand and learn the fundamentals of Operating System including dealing with memory management, process management, CPU scheduling, deadlocks and file management.

CO2. Test, evaluate and troubleshooting technical issues and glitches in the operating system

CO3. Analyse compatibility of operating systems for different computer applications and software

CO4. Implement system recovery methods

UNIT – A

1

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

2

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

3

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**4****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. Dhamdhare, 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

Course Outcomes

After completion of this course, students will be able to:

CO1.Familiarize with wireless technology, wireless networking, wireless architecture, wireless applications.

CO2.Understand the design of a cellular system

CO3.Study the various digital signaling techniques and multipath mitigation techniques

CO4.Understand the concepts of multiple antenna techniques

L	T	P	Cr
3	1	0	3

CO Mapping

UNIT-A

1

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

2

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

3

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**4****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	1	0	3

Course outcomes:

After completion of this course, students will be able to:

CO1.Understand the concepts and techniques of data mining and data warehousing, including concept, principle, architecture, design, implementation, applications of data warehousing and data mining.

CO2.Describe and demonstrate basic data mining algorithms, methods, tools,

CO3.Describe ETL Model and the Star Schema to design a Data Warehouse.

CO4.Introduce data mining as a cutting-edge business intelligence tool.

CO Mapping

UNIT-A

1

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

2

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**3****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**4****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

Course outcomes:

L	T	P	Credits
3	1	0	3

After completion of this course student will be able to:

CO1. Understand the concept of banking regulations, its functioning and practices in financial scenario.

CO2. Learn about Insurance Legislations, IRDA Act and the concept of Life Insurance.

CO3. Get the knowledge about the different types of Insurances provided in the insurance services & its relevance in the real world.

CO4. Get the insightful knowledge about the procedure for documentation and claim settlement in Insurance operations.

CO Mapping

Unit – A

- Relationship between banker and customer 1
- Law and procedure governing banking instruments 1
- Management of assets- liabilities in commercial bank 1
- Lending policies, Risk and profitability planning 1
- Law relating to Banking Regulation 1
- bankers' book evidence 1
- Recovery of debts due to banks and financial institutions. 1

Unit- B

- Insurance Legislation In India and Insurance Act, 1938 2
- IRDA Functions and Insurance Councils, Licencing 2
- Regulation on Conduct of Business 2
- Life insurance- law relating to Life Insurance, general principles of life insurance contract 2
- proposals and policy 2
- assignment and nomination 2
- title and claims, concept of trusts in life policy 2
- Life Insurance Corporation - role and functions. 2

Unit- C

- General insurance: law relating to general insurance 3
- different types of general insurance 3
- general insurance and life insurance 3
- 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 4
- claims and recovery, third party insurance, compulsory motor vehicle insurance, accident insurance 4
- Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc 4
- public liability insurance; emergency risk insurance 4
- Accident and motor insurance: Nature, disclosure, terms and conditions 4
- Claims and recovery, third party insurance; compulsory motor vehicle insurance, accident insurance 4
- Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc; 4

Text Book:

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

Reference Books:

1. Gordon, E, and K Natarajan. Banking: Theory, Law and Practice. Mumbai: Himalaya Pub. House, Latest Edition.
2. 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

Course outcomes:

After completion of this course student will be able to:

L	T	P	Credits
3	1	0	3

CO1. Understand the entire structure of Indian Banking system along with evolution, types, functions of bank and current monetary policy of RBI applicable in India.

CO2. Be acquainted with the relationship between banker and customer in different situations.

CO3. Be aware about latest changes in banking sector and the upcoming tools of Banking.

CO4. Acquaint the students with the knowledge of various principles of lending and Credit Appraisal Techniques.

CO Mapping

SECTION – A Banking and types of Banks

- Introduction to Indian Banking System 1
- Historical aspects of Banking in India, Structure of Commercial Banks 1
- Private Sector Banks 1
- Public Sector Banks 1
- Foreign Banks 1
- Categories and Features of Co-operative Banks 1
- Introduction to Regional Rural Banks 1

Section B: Customer Relationship and Types of Banking Sectors

- Banker-Customer Relationship 2
- Debtor-Creditor Relationship 2
- Bank as a Trustee 2
- Anti-Money laundering, Deposit Products or Services 2
- Payment and Collection of cheques and other negotiable instruments. 2
- Types of Banking Sectors 2
- Introduction to Retail Banking, Retail Banking Products, 2
- , Introduction to Wholesale Banking and International Banking, 2
- Wholesale Banking Products, Financial Intermediaries 2

Section C: Asset - Liability Management

- Definition of assets and liabilities 3
- Asset liability mismatch on the grounds of locations, maturity, return and currency Risks 3
- Liquidity risk, Interest rate risk, Pre-mature withdrawal and pre-payment risk, Price Risk, Foreign exchange and sector based risk 3
- RBI guidelines for asset and liability management. 3

• Management of loan portfolio with special reference to Non Performing Assets	3
• Definition of NPA, Income Recognition and Asset Classification Norms (IRAC Norms)	3
Section D: principles Regarding lending and Assurance	4
• Loans and Advances: Principles of lending, Different types of loans,	4
• Credit appraisal techniques, Credit management and credit monitoring.	4
• Bank Assurance: Benefits for banks and insurance companies	4

Text Book:

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

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 outcomes:

- CO1.** Understand the concept of insurance, its functioning and practices in financial scenario.
CO2. Comprehend the concept and types of Insurance along with the current insurance plans offered by insurance companies in India.
CO3. Get the insightful knowledge about the procedure for documentation and claim settlement in Insurance operations.
CO4. Get the knowledge about the different types of Risk & its relevance in the real world.

CO Mapping

Section A: Basics of Insurance

- Concept of Insurance 1
- Need for Insurance 1
- Globalization of Insurance Sector 1
- Reinsurance, Co-insurance, Assignment. Endowment 1

Section B: Life and General insurance

- Principles Applicable to life Insurance 2
- Life Insurance Products: Introduction, Traditional insurance products 2
- ULIPs: Linked Life Insurance Products, Types, recent trends 2
- 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. 2

Section C: Tools for Insurance Management 3

- Control of Malpractices 3
- Negligence, 3
- Loss Assessment and Loss Control 3
- 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 3

Section D: Risk Management

• Concept of Risk	4
• Types of Risk	4
• Managing Risk	4
• Sources and Measurement of Risk,	4
• Risk Evaluation and Prediction	4
• Disaster Risk Management	4
• Risk Retention and Transfer	4

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 outcomes:

- CO1:** Understand the dynamics of marketing in Financial Services.
CO2: Be acquainted with communication mix & different pricing strategies.
CO3: Get the Insightful Knowledge about the Importance of Customer Feedback.
CO4: Learn about Role of Technology & Ethics in Marketing. CO Mapping

Unit – A

- Concept of marketing in financial services sector:** Critical aspects of Marketing of Financial Services, Marketing Mix, Market Segmentation. **1**
- Concept of Relationship Marketing:** Relationship marketing of Financial Services, Types of relationships. **1**
- Consumer Behaviour in Financial Services:** Understanding Consumer Needs, Defining goals and objectives, Purchase process of Services, Components of customer expectations. **1**

Unit – B

- Designing the Communication Mix for Financial Services:** 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. **2**
- Pricing and Revenue Management:** Objectives of Pricing Strategies, The Pricing Tripod, Total cost of service. **2**

Unit – C

- Service Environment:** Planning a Service Environment, Selection of Environmental design elements, Impact of Service Environment on Customers. **3**
- Customer Feedback:** Aspects of Customer Feedback, Importance, Impact on Retention, Building a customer feedback system. **3**

Unit – D

- Role of Technology in Marketing of Financial Services:** Role of Internet, E-Banking, Using websites for Service Delivery, Concept of CRM. **4**
- Ethics in Marketing:** 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**

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 outcomes:

CO1: Understand the entire structure of Indian Banking system along with evolution, nationalization and current monetary policy of RBI applicable in India.

CO2: Recognize the problem of Money laundering in the economy and the applicability of prevalent laws to prevent this problem.

CO3: Be aware about latest changes in banking sector i.e. Debt Restructuring, NPA's etc.

CO4: Comprehend the peculiar features and relevance of specific financial services prevalent in the present scenario.

CO Mapping

Section A: Overview of Commercial Banking in India

- Role and Functions of Commercial Banks 1
- Indian Banking in Pre-Nationalisation and Post-nationalisation Phases 1
- 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 1
- Reforms and Restructuring of Bank Management 1
- Management of Private Sector Banks and Public Sector Banks 1

Section B: Functions of Bank Management

- Planning, Organising, Directing, Coordinating, Controlling 2
- Hierarchy of Management and functions at Each Level – Strategic Planning in Banks 2
- Budgeting in Banks 2
- RBI and its Role in Bank Management and Regulation, 2
- Prevention of Money laundering Act, 2002. 2

Section C: Credit Management in Banks

- Principles of Sound Bank Lending 3
- Loan Policy 3
- Credit Appraisal and Credit Decision Making 3
- Monitoring and Review of Loan Portfolio 3
- Management of Non-Performing Assets (NPAs) 3
- Debt Restructuring 3

Section D: Bank's Investment Policy

- SLR Requirements 4
- Nature and Significance of Investment Management in Commercial 4

Banks

- | | |
|---|---|
| • Fundamental Principles of Security Investment | 4 |
| • Reviewing Investment Portfolio | 4 |
| • Organisation of Investment Function in Bank. | 4 |

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: 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.

CO Mapping**Unit-A – Introduction to credit management**

- Meaning of credit management 1
- Need & significance of credit management in contemporary business environment 1
- Loan policy and Approval of loans 1
- Methods of credit Appraisal 1
- Calculation of CIBIL Score 1
- Multiplier effect of credit 1

Unit B - Evaluating consumer loans

- Types of consumer loans 2
- Documentation for granting the credit 2
- Credit analysis of consumer loans 2
- Risk–return analysis of consumer loans 2
- Customer profitability analysis 2
- Types of loan pricing- Fixed Vs floating rates 2

Unit C - Credit Recovery and Legal Aspects of Credit Risk

- Legal Risk of loans – Document Risk 3
- Credit and Corporate Debt Restructuring 3

- Recovery through Normal Operations and Compromise Settlement 3
- Legal System and Ease of Business Index 3

Unit D – Improving Credit Risk Management

- Credit Risk Management Policies 4
- Entry level barriers in Credit Risk Management 4
- Legal Reforms in Risk Management 4
- Disclosure of NPAs and Write – off by Companies 4

Reference Book:

1. K.Vaidya Nathan ‘Credit Risk Management for Indian Banks’, by Sage Publications.

Course Title: Foundations of Actuarial Sciences

Course Code: MGT682

L	T	P	Credits
3	1	0	3

Course outcomes:

CO1. Understand the concept of Interest and Annuities for Actuarial Valuations in insurance services.

CO2. Calculate and get the introduction about capital redemption policies, weighted rate of return and probability

CO3. Gain the insightful knowledge about different types of Life Assurance Premiums and Annuities

CO4. Get the knowledge about the pragmatics of Premiums and their consequences in insurance services.

CO Mapping

Unit-A Interest and Annuities

- Meaning and need of Interest and Annuities for Actuarial Valuations 1
- 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 1
- Present Value of Immediate Annuity, Accumulated Value of Annuity , Present Value and Accumulated Value of Deferred Annuity 1
- Introduction, Increasing Annuity, Varying Rate of Interest, Decreasing Annuity. 1

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 3
- Assurance Benefits 3
- Pure Endowment Assurance 3
- Endowment Assurance 3

• Term Assurance	3
• Whole Life Assurance	3
• Introduction Commutation Function	3
• Deferred Life Annuities Temporary Immediate Life Annuity	3
• Variable Life Annuity and Increasing Life Annuity	3

Section D: Net Premium Assurance and Annuity plans

• Natural Premiums	4
• Level Annual Premium	4
• Symbols for Level Annual Premium	4
• Consequences of Charging Level Premium	4
• Consequences of Withdrawals.	4

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 outcomes:

CO1. Understand the concept of banking regulations, its functioning and practices in financial scenario.

CO2. Learn the general banking operations and the concept of international banking.

CO3. Get the knowledge about the different types of Insurances provided in the insurance services & its relevance in the real world.

CO4. Get the insightful knowledge about the procedure for documentation and claim settlement in Insurance operations.

CO Mapping

Unit – A (Banking Introduction)

- Relationship between banker and customer
- Law and procedure governing banking instruments
- Management of assets- liabilities in commercial bank
- Lending policies, Risk and profitability planning
- Law relating to Banking Regulation
- bankers' book evidence
- Recovery of debts due to banks and financial institutions.
- New Banking Practices- Bancassurance, Green Banking, financial Inclusion

1

Unit- B (Banking Operations)

- General Bank Operations(Front End Operations and Back Office Operations)
- Concept of Clearing System
- Deposit mobilization - Documentation
- 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.
- 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

3

- 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

Unit- D (Insurance Operations)

4

- Documentation
- Claim Settlement

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 outcomes:

- CO1.** Gather the conceptual knowledge about the underwriting of Insurance.
- CO2.** Understand the procedures, Structures and methodology used in underwriting.
- CO3.** Learn the procedure as to how to prepare the budgets and monitor results of underwriting.
- CO4.** Understand the various claim settlement systems being adopted in underwriting procedure.

CO Mapping

Unit – A

- Underwriting- Meaning, functions, importance. insurance – Profile of an Underwriter , Types of Underwriter 1
- Risk selection Classification and Rating, Retentions and Reinsurance
- Underwriting Philosophy and Guidelines
- Organisation of underwriting

Unit- B

- Underwriting Information, underwriting Decision 2
- Methodology and Procedures of Underwriting
- Structure of underwriting portfolio

Unit- C

- Underwriting Policy and Practice 3
- Rate Making
- Budgeting and Monitoring Results of Underwriting

Unit- D

- Claims- Meaning, Classification, Claims Procedure and Claimants, Claims Procedure and the Insurer 4
- Claims Settlements and Disputes, Claims Management Systems and Organization Structure
- Claims Cost and Cost Effective Settlement

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 outcomes:

CO1. Gain the conceptual knowledge about the micro financing in India i.e., its methodology and legal framework.

CO2. Understand the contemporary issues and the role of Micro finance institutions.

CO3. Learn the various financial products, models and services covered under Micro finance institutions.

CO4. Equip with the knowledge of managing the risk in banking with respect to various banking services.

CO Mapping

Unit – A

1

- Meaning, Objectives , Scope, Lessons from International Finance
- Micro-Finance as Development Tool
- Evolution and Character of Micro-Finance in India
- Micro-finance- Delivery Methodologies
- Legal and Regulatory Framework

Unit- B

2

- Micro- Finance in India- Present and Future
- Some Innovative and Creative Micro- Finance Models
- Impact of Micro- Finance
- Emerging Issues
- Impact Assessment and Social- Assessment of MFIs

Unit- C

3

- Financial Products and Services
- Financial Accounting and Reporting
- Revenue- Models of Micro-Finance

Unit- D

4

- Risk Management
- Basics of Banking
- Development Banking and Priority Sector Banking

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

Course Outcomes:

CO1. Understand the criteria for documentation of how to start up a new export venture and the various methods adopted in it.

CO2. Learn theories and practice of foreign exchange rate, its regulation and procedure adopted in India.

CO3. Equip with the procedures and documents related to quality control, processing of an export order and various types of marine insurance.

CO4. Get the conceptual knowledge about the customs and port clearance, procedure and documentation regarding imports.

CO Mapping

Unit – A

Documents for starting up a new export venture; aligned documentation system: meaning, rationale, various documents, EDI initiative **1**

Methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P) **1**

Letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed. **1**

Unit – B

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, FEMA. **2**

Bank guarantees and special schemes, role of ECGC. **2**

Theories and practice of foreign exchange rate determination, floating and fixed exchange rates. **2**

Exchange control regulations and procedures in India **2**

Unit – C

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 **3**

Marine insurance: types of marine insurance, marine losses **3**

Unit – D

Customs and port clearance.	4
Import procedures and documents	4
Inco terms	4

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	3

Course outcomes

CO1. Understand the global marketing environment and the changes involved in it.

CO2. Learn the market planning and development of global marketing strategies.

CO3. Equip with global marketing distribution relationship and pricing.

CO4. Get the conceptual knowledge about how to coordinate the global marketing operations.

CO Mapping

Unit – A: Understanding the global marketing environment

- Meaning of global marketing 1
- Changes in the global marketing environment 1
- Organising of global marketing 1
- The global marketing environment (political, legal, socio-cultural, technical, economic)

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 2
- 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 3
- Collaboration of supply chain 3
- Market responsive supply chain strategies 3
- Managing marketing relationships 3
- Pricing strategies and factors affecting global pricing decisions 3

UNIT – D: Coordinating global marketing operations

- | | |
|--|---|
| • Sales force management | 4 |
| • International sales management decisions | 4 |
| • Sales negotiation and culture | 4 |
| • Role of trading | 4 |
| • Global control mechanisms | |
| • Issues in global organisational structures | 4 |

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 outcomes:

CO1: Understand globalization and concepts related to global business.

CO2: Articulate international entrepreneurship and strategic alliance

CO3: Develop Diversification strategies in global business

CO4: Understand global CSR

CO Mapping

UNIT-A

1

- Introduction to Global Strategy, Role of Globalization, Impact of Globalization on Developing Countries,
- Managing Competition in Global Markets, Porters Five Force Framework in Global Business, Role and application of Generic strategies in Global Business, Strategic Resource Management
- Value Chain analysis in Global Business, VIRO Framework, Strategic Role of Cultures and Sub Cultures, Strategic Role of Ethics, Strategic Response Framework.

UNIT-B

2

- Concept of International Entrepreneurship, Comprehensive model of entrepreneurship, Entry barriers for firms going Global, entrepreneurial strategies
- comprehensive model of foreign market entries, Distinguishing features of trading mode, passive participation mode
- active or direct participation mode, Risk associated in Going Global, IJV, Strategic alliances, Major strategic issues in international mergers and acquisitions (MandA)
- Rules of successful MandAs, comprehensive model of strategic alliances and networks.

UNIT-C

3

- International competitiveness and competitive scope, Diversification and concentration strategies for international competitive advantage
- Types of Diversification, Considerations in Global Business Management, comprehensive model of diversification

- Multinational Strategies and Structures, Comprehensive model of multinational strategy
- structure and learning, relationship between multinational strategies and structures Application
- Strategic Innovation and Knowledge management in Global Business.

UNIT-D

4

- Concept of Global Corporate and Social Responsibility, comprehensive model of corporate socialresponsibility
- Corporate Sustainable development, Need of CSR activities, Role CSR in sustainable development
- Concept of Private Equity, Corporate Governance at Global Level, comprehensive model of corporate governance
- Concept of Family Business Going Global.

Text Book:

1. Peng, M. W. Global Strategic Management. Mason, Ohio: South-Western, Latest Edition.

Reference Books:

1. Ketelhö hn, 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 outcomes:

- CO1:** Understand legal aspects in international business
CO2: Recognize international sales, credit and commercial transactions
CO3: Learn International laws
CO4: Gain sight on regulations of international marketplace

CO Mapping

Unit – A (Legal Environment of International Business)	1
<ul style="list-style-type: none"> • Introduction to International Business • International Law and the World’s Legal Systems • Resolving International Commercial Disputes 	
Unit- B (International Sales, Credits, and the Commercial Transaction	2
<ul style="list-style-type: none"> • Sales, Contracts and Excuses for Non- Performance • The Documentary Sale and Terms of Trade • The Carriage of Goods and the Liability of Air and Sea Carriers • Bank Collections, Trade Finance and Letters of Credit 	
Unit- C (International Law)	3
<ul style="list-style-type: none"> • GATT Law and the World Trade Organisation • Laws Governing Access to Foreign Markets • Regulating Import Competition and Unfair Trade • Imports, Customs and Tariff Law • The Regulation of Exports 	
Unit- D (Regulation of International Marketplace)	4
<ul style="list-style-type: none"> • International Marketing Law • Licensing Agreements and the Protection of Intellectual Property Rights • Host Country Regulations 	

Text Book:

1. 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 outcomes:

CO1. Understand the concept of supply chain management, supply chain strategies and logistics service providers

CO2. Enable students to manage inventory. work efficiently in warehousing and deal with transport issues in supply chain

CO3. Develop in students' skills related to managing logistics performance, logistics and financial performance.

CO4. Enable the students, develop new supply chain designs and develop skills related to robustness and resilience for sustainable logistics and supply chain systems.

CO Mapping

Unit-A

1

Introduction to supply chain management, Globalization and International trade, Supply chain strategies, Logistics service providers

Unit-B

2

Procurement and outsourcing, Inventory management, Warehousing and Materials management, Transport in supply chains

Unit- C

3

Information flows and technology, Logistics and financial management, Measuring and managing logistics performance.

Unit- D

4

Supply chain-vulnerability, risk, robustness and resilience. Integration and collaboration, Sustainable Logistics and supply chain systems, New supply chain designs.

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 outcomes:

- CO1-** Understanding of international finance and various sources of finance
- CO2-** Analyse the linkage between international monetary system and forex
- CO3-** Understand the various types of derivative instruments and their operations in forex market
- CO4-** Evaluate the nature of international risks to design strategies to cope with them

Unit – A (Introduction of Multinational Financial Management) CO Mapping

- Financial Management in Global- rise of Multinational Corporations 1
- Relationship of Multinational Financial Management with domestic Financial Management 1
- Financing the Multinational Corporation, International Monetary System 1
- 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. 1

Unit- B (Translation and Transaction Exposure)

- Managing Translation and Transaction Exposure 2
- Measuring Translation and Transaction Exposure 2
- Foreign market entry and country risk management 2

Unit- C (Cross border Capital Budgeting)

- Cross border Capital Budgeting- Meaning 3
- Calculation of Cash Outlay and Future Cash Inflows for Parent and Subsidiary. 3

Unit- D (Foreign Exchange Risk Management)

- Foreign Exchange Risk Management - Currency Futures and Options Market, Swaps, Interest Rate Forwards and Futures 4
- Foreign Exchange Instruments 4
- Swaps 4

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
3	1	0	3

Course outcomes:

- CO1.** Understand the WTO and its formation and will able to understand the history of international trade
- CO2.** Understand the regional trade agreements and there importance in WTO and its relation with multilateral trading system.
- CO3.** Understand the barriers in trade and their role in India's trade. liberalization in international trade, sustainable development in regional trade agreements.
- CO4.** Understand the importance of NAFTA SAFTA, EU, ASEAN, GCC, OPEC, etc. application of WTO law in regional trade.

CO Mapping
1

UNIT-A

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

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

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

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 outcomes:

- CO1.** Understand the concept of international comparative management, culture and its impact on international business.
CO2. Understand the kluckhohn and strodbeck, Hofstede, Trompenaars, Hall and Hall's culuture dimension.
CO3. Understand the different styles of management followed in UK, USA, African Countries, Indian Style of management.
CO4. Management of MNC's and communication culture in MNC's

CO Mapping

UNIT-A

- The Concept of International Comparative Management 1
- Definition of Culture 1
- Impact of the culture on International Business. 1

UNIT-B

- Kluckhohn and Strodbeck's Cultural Dimension 2
- Hofstede's Cultural Dimensions, 2
- Trompenaars Cultural Dimensions, 2
- Hall and Hall's Cultural Dimensions 2

UNIT-C

- Japanese Style of Management, German style of Management, UK style of Management, 3
- French style of Management, Spanish style of Management, Style of Management of United States companies 3
- Management Characteristics of West European Companies, Styles of Management in African Countries, 3
- Style of Management of Latin American Countries, Indian style of Management 3
- Differences in managerial behaviour , Cultural influences on leaders and their behavioural patterns 3

UNIT-D

- Management of Multinational Companies - Problems and Prospects 4
- MNCs in an International environment 4
- Communication and International Negotiation- Culture and Communication 4
- Major Obstacles to Intercultural Communication, 4
- Nonverbal Communication 4
- Subtle art of negotiation, Managing Negotiation with Multinational Companies 4

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 outcomes:

CO1: Understand various issues related to managing the information of outdoor patients and labs

CO2: Explain the issues involved in inpatient and central store management system

CO3: Understand the importance, need and functions of healthcare departments and various policies and procedures in the support services provided by the departments.

CO4: Understanding about key areas in management of public areas and utility services

CO Mapping

Unit 1

Out Patient Management (OPD):

1

-Registering a new OPD patient

Acquiring of patient demographic details

Assigns a 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

-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

2

Inpatient Management (IPD):

-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.

Central Store Management:

-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.

Unit – C: Health Services System:

3

Administrative Services:

Executive Suite, Professional Service Unit, Financial Management Unit, Nursing Service Administration Unit, Human Resource Management, Public Relation Department, Marketing Department.

Other Supportive Services:

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.

Unit – D

4

Public Areas/Staff Facilities:

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.

Utility Services:

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.

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 Title: Epidemiology and Biostatistics
Course Code: MGT657

L	T	P	Credits
3	1	0	3

Course outcomes:

CO1: Understand about the statistical concept and techniques for research study

CO2: Make use of basic management science techniques in solving problems

CO3: Understand about Basic Concepts and methods of Epidemiology

CO4: Enhance knowledge about the communicable and non-communicable diseases.

CO Mapping

Unit – A

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

Measures of dispersion - concept of range - mean deviation - Interquartile range, variance and standard deviation - coefficient of variation and method of calculating standard deviation.

1

Unit – B

Linear Regression and Correlations and Tests of Significance:

Introduction - Scatter diagram, correlation and regression – correlation coefficient and regression equation and restriction - Multiple regression.

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.

2

Unit – C

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 trials – community trials – ethical considerations – inference from epidemiological studies.

Basic measurement in Epidemiology including measures of mortality and morbidity, Methods in Epidemiology. Investigation of an epidemic out break.

3

Unit – D

Methods in Epidemiology:

Infectious disease epidemiology, Malaria, Filariasis, Tuberculosis, Leprosy,

4

IDS, and STD.

Non-infectious epidemiology related to Non Communicable diseases –
Cancer, Blindness, Diabetes.

Mental Health Reproductive and child health programme (RCH)-Health
related national programmes –Integrated Child development scheme

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

Course Outcomes:

- CO1:** Understand about code of medical ethics and duties of Physicians
CO2: Develop an understanding of The Medical Termination of Pregnancy Act 1971 and The Prenatal Diagnostic Techniques Act 1994.
CO3: Develop knowledge for Medico legal aspects
CO4: Enhance knowledge about the illegal framework for hospitals

CO Mapping

Unit – A

Code of Medical Ethics

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. **1**

Unit – B

The Medical Termination of Pregnancy Act 1971 and The Prenatal Diagnostic Techniques Act 1994.

Indication or Grounds of MTP – Requirements for MTP – Complications of MTP – doctor and Criminal abortion. **2**

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.

Unit – C

Medical Jurisprudence

Introduction and Legal Procedure – Medico legal aspects of death injuries – General aspects – Medical ethics – consumer Protection Act.
 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 – TamilNadu clinics Act. **3**

Unit – D

Legal Framework for Hospitals

Introduction to Legal framework – Patient’s rights and provider’s responsibility
 Medical Malpractices **4**

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 outcomes:

- CO1:** learn about Healthcare Marketing: History and Concepts
CO2: Understand Healthcare Markets
CO3: Examine the Healthcare Marketing Techniques
CO4: Get familiar with Managing and Supporting the Marketing Effort

CO Mapping

Unit – A Healthcare Marketing: History and Concepts

The History of Marketing in Healthcare, The Challenge of Healthcare Marketing, The Evolving Societal and Healthcare Context	1
Basic Marketing Concepts, Marketing and the Healthcare Organization	1

Unit – B Understanding Healthcare Markets

The Nature of Healthcare Markets	2
Healthcare Consumers and Consumer Behavior	
Healthcare Products and Services	2
Factors in Health Services Utilization	2

Unit – C Healthcare Marketing Techniques

Marketing Strategies, Promotion	3
Advertising and Sales	3
Emerging Marketing Techniques	3

Unit – D Managing and Supporting the Marketing Effort

Managing and Evaluating the Marketing Process	4
Marketing Research in Healthcare	4
Marketing Planning, Sources of Marketing Data	4
The Future of Healthcare Marketing	4

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

Course outcomes:

CO1: learn about Medical Emergency System

CO2: Understand airway, patient assessment & circulation

CO3: learn about medical injuries, bleeding and soft tissue injuries, and injuries to bone & muscles

CO4: Get familiar with Children and Childbirth

L	T	P	Credits
3	1	0	3

CO Mapping

Unit –A

Introduction to Medical Emergency System

Introductory aspects of emergency medical care. Emergency Medical Services system, roles and responsibilities of the First Responder, quality improvement, and medical oversight.

1

Well-Being of the First Responder

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.

Legal and Ethical Issues

scope of practice, ethical responsibilities, advance directives, consent, refusals, abandonment, negligence, duty to act, confidentiality, medical identification symbols, and crime scenes.

The Human Body

Body systems, anatomy and physiology

Unit- B

Airway

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.

2

Patient Assessment

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.

Circulation

Chest compressions and ventilations for adults, children, and infants.

Unit-C

Medical Emergencies

Recognition and management of general medical complaints, seizures, altered mental status, environmental emergencies, behavioral emergencies, psychological crisis, and typical patient situations.

3

Bleeding and Soft Tissue Injuries

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

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

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.

4

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.

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.
3. Ruth E., McCall B.S and Cathee M. T., Phlebotomy Essentials.MT(ASCP). Latest Edition.
4. Limmer, D, Michael F. O., and Edward T. D., Emergency Care. Upper Saddle River, N.J: Pearson/Prentice Hall, Latest Edition.
5. Tao Le and Kendall K., First Aid Basic Sciences. McGraw-Hill Medical, Latest Edition.
6. Walraven, G., Basic Arrhythmias. Upper Saddle River, N.J: Pearson Prentice Hall, 2006. Latest Edition.
7. Paula D., Jon T. and McEvoy M., Emergency and Critical Care Pocket Guide . Jones and Bartlett Publishers, Latest Edition.
8. 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 outcomes:

CO1: Understand about managing and controlling quality, total quality management and its related practices in hospitals.

CO2: Understand the process approach to quality management in hospitals

CO3: Learn about different techniques for measuring and controlling quality

CO4: Knowledge about different methods of quality assurance for patient satisfaction in hospitals

CO Mapping

Unit – A

Evolution of Quality Management

1

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.

Total Quality Management

Principles of TQM, Implementation Methodology benefits Implementing TQM Concepts in Hospital Departments – Six Sigma Quality and Quality improvement Teams – Benefits of quality control.

Unit – B

Process Approach to Quality Management in Hospitals

2

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.

Unit – C

Process Capability Analysis

3

Quality Control methods and measurement systems specification limits and control limits – process capability analysis tools – control charts – models – quality control tools – control charts up.

Unit – D

Quality Assurance Methods Patient Satisfaction and Quality Certification Systems

4

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.

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 outcomes:

- CO1:** Understand about the significance, types and factors related to medical tourism
CO2: knowledge about impact of medical tourism for economic development and the role of government, private sector and voluntary agencies for the promotion of medical tourism.
CO3: Enable students understand about various strategies to attract and retain national and global medical tourists.
CO4: Learn about communication patterns and emerging trends for medical tourist and medical tourism respectively.

CO Mapping

Unit – A

Introduction

Medical tourism – significance – Medical tourism as an industry – Medical tourism destinations **1**
 Types and flow of medical tourists – factors influencing choice of medical destinations

Unit – B

Macro Perspective

Effects of medical tourism in nation's economy – development of supporting services for medical tourism – **2**
 Role of government – private sector – voluntary agencies in promotion of medical tourism

Unit – C

Marketing Strategy

Strategy formulation to attract and retain national and global medical tourists **3**
 Positioning of Indian medical services – traditional and non traditional – pricing of medical services

Unit – D

Communication

Integrated communication for medical tourists – online and offline communications **4**
 Relationship management with medical tourists

Emerging Trends

Understanding medical tourists satisfaction – protecting stake holders interest in medical tourism – emerging trends

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 outcomess:

CO1: Understand about the different types of insurance for individual and groups and also about their coverage, limitations, terms and conditions.

CO2: Learn about various problems covered in health insurance and different types of mediclaim scheme.

CO3: Get the knowledge about various hospital/medical related policies and the liabilities for them.

CO4: Learn about contemporary issues in health insurance sector and changing market structure and various opportunities.

CO Mapping

Unit – A

Health Insurance for Individual and Group: Standard/Individual, Floater, Critical illness, Cancer Insurance, Group Health insurance, Cradle care insurance, Road safety Insurance. **1**

Coverage's, Exclusions, limitations, terms and conditions, Role of Third Party Administrator for settlement of claim.

Unit – B

Special problems in Health Insurance: Adverse selection, moral hazard, co-variate risks, information gap problems; **2**

Mediclaim Scheme: Premium, Penetration, Problem in Coverage.

Unit – C **3**

Insurances for Hospital/ Medical establishments: Health Insurance: Uni-Heart care insurance, Trauma caregroup insurance, Coverages, Exclusions, limitations, terms and conditions.

Liability Insurance: Meaning of Liability, special features of liability insurance, Professional Indemnity insurance for Doctors, Medical establishments and Liability insurance for hospitals, Coverages, Exclusions, limitations, terms and conditions

Unit – D **4**

Contemporary issues in Health Insurance: Foreign investment in Indian Insurance Sector, Insurance sector and supervisory approaches,

Changing market structure and emerging opportunities, reforms and emerging economic environment for Health Insurance.

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. Berkoben, 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 outcomes:

CO1: Understand about the concept of management of healthcare for elderly and maintenance of record of old age care.

CO2: Learn about sociology, physiology, anatomy of human body, nursing and first aid.

CO3: Get the knowledge about gerontology , specific problems, old aged disease, diet according to age, Medclaim facilities for elderly.

CO4: Learn about organizing social activities, recreational activities and how to create a peaceful atmosphere and conduct the games and sports activities for old age people.

CO Mapping

Unit – A

Introduction / Overview of management of healthcare for the elderly 1

Maintenance of Registered, Record and other documents of old age care
 Maintenance of daily accounting

Unit – B

Basic knowledge of Sociology. Basic Knowledge of Physiology, Anatomy of Human body and Nursing. 2

Health- Nursing and First Aid

Environment effect and seasonal effect in different regions

Problems relating to physical and psychological effect of old aged people

Unit – C 3

Gerontology (Science of ageing) as a discipline, Govt. roles- various project, policy and law.

Maintenance cleanings and discipline in all respect.

Specific problems, which might occur for male, female and their care.

Old aged disease, Study of food habits of different regions daily food chart.
 Dietary changes with age.

Medi-claim facilities and their implementation; Contact with various hospitals for emergency. Shelter and old aged Home.

Unit-D

Study of Organising social activities. Counselling (Psychology parts).

4

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.

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.

Creating peaceful atmosphere, People – serving the aged. Growing of some flower plants and some agricultural product like fruits and vegetables etc.

Organising games and sports appropriate to old age people.

Involvement of boarders for cooking and others management activities.(Occupational therapy)

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 outcomes:

CO1: Understand about the concept of health and disease, its types and prevention.

CO2: Learn about the understanding of demography and family planning and different types of health.

CO3: Get the education about health, various methods, and different agencies and organizations promoting health education.

CO4: Learn about national health programs and policies, their strategy and achievements.

CO Mapping

Unit – A

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.

1

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.

2

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.

3

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.

4

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.

GROUP (H)
Agri Business Management

Course Title: Rural Marketing
Course Code: MGT990

L	T	P	Credits
3	1	0	3

Course outcomes:

CO1- Understand about the concepts and scope of rural marketing

CO2- Understand regarding issues of rural consumer behaviours

CO3- Analyze the rural marketing strategies, pricing policies.

CO4- Description about the media planning, planning of distribution channel

CO Mapping

Unit – A

Concept and scope of rural marketing, nature and characteristics of rural markets, potential of rural markets in India, rural communication and distribution.

1

Environmental factors - socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing.

Unit – B

Rural consumer's behaviour - behavior of rural consumers and farmers; buyer characteristics and buying behaviour; Rural v/s urban markets, customer relationship management, rural market research.

2

Unit – C

Rural marketing strategy - Marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning; product mix, pricing Course Objective, pricing policy and pricing strategy, distribution strategy.

3

Unit – D

Promotion and communication strategy - Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing.

4

Reference Books:

1. Krishnamacharyulu C & Ramakrishan L. 2002. Rural Marketing. Pearson Edu.
2. Ramaswamy VS & Nanakumari S. 2006. Marketing Management. 3rd Ed. MacMillan Publ.
3. Singh AK & Pandey S. 2005. Rural Marketing. New Age'
4. Singh Sukhpal. 2004. Rural Marketing. Vikas Publ. House.

Course Title: Agri-Supply Chain Management
Course Code: MGT991

L	T	P	Credits
3	1	0	3

Course outcomes:

- CO1-** Understand about the concepts and process of agri supply chain management
CO2- Analyze the framework for structuring supply chain drivers
CO3- Analyze the framework for network design, demand forecasting and inventory planning
CO4- Describe the IT enablement of supply chain

CO Mapping

Unit – A

Supply Chain: Changing Business Environment. SCM: Present Need; Conceptual Model of SupplyChain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain ManagementApproach; Modern Supply Chain Management Approach; Elements in SCM. **1**

Unit – B

Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting;Operations Management in Supply Chain, Basic Principles of Manufacturing Management. Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory. **2**

Unit – C

Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics; GPS Technology. **3**

Unit – D

Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCMin Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking. **4**

Reference Books:

1. Altekar RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India.

2. Monczka R, Trent R & Handfield R. 2002. Purchasing and Supply Chain Management. Thomson Asia.
3. Van Weefe AJ. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House.

Course Title: Agricultural Finance
Course Code: MGT992

L	T	P	Credits
3	1	0	3

Course outcomes:

- CO1-** Understand about the financial planning and assessment system of agribusiness unit.
CO2- Analyze how the business transactions relating to cash and inventories are being carried out
CO3- Classify the appraisal criteria and capital budgeting process for agri business units
CO4- Describe the functioning of agribusiness financing in India.

CO Mapping

Unit – A

Importance, need and scope of financial management; Classification and credit need in changing agriculture scenario; finance functions; investment financing, balance sheet, income statement, cash flow statement for agribusiness.

1

Financial planning & control-assessment of financial requirement of a agribusiness unit; leverage- concept, financial and operating leverage, factors affecting capital structure, features of an optimal capital structure.

Unit – B

Working capital management - concept and components of working capital, need for working capital in agribusiness, management of cash and accounts receivables, and inventory for agribusiness.

2

Unit – C

Capital budgeting - steps and concept of capital budgeting, appraisal criteria - payback period, average rate of return, net present value, benefit cost ratio and internal rate of return.

3

Unit – D

Agri-business financing system in India - functioning of cooperative credit institutions, commercial banks, regional rural banks, NABARD, Agro-industries Corporation, etc in agribusiness financing.

4

Reference Books:

1. Chandra P. 2000. Financial Management. Tata McGraw Hill.
2. Khan MY & Jain PK. 2004. Management Accounting. Tata McGraw Hill.
3. Nefson AG & Murrey WG. 1988. Agricultural Finance. Kalyani Publ.
4. Pandey fM. 1997. Financial Management. Vikas Publ. House.

Course Title: Farm Business Management**Course Code: MGT993**

L	T	P	Credits
3	1	0	3

Course outcomes:**CO1-** Understand about the nature and scope of farm business management**CO2-** Discuss about the principles of farm management decisions**CO3-** Classify the tools for farm business analysis**CO4-** Discussion about the risks and uncertainty in farming and how to manage it.**CO Mapping****Unit – A**

Nature, scope, characteristics and role of farm business management. Farm management decisions; farm management Problems.

1**Unit – B**

Principles of farm management decisions - principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc.

2

Management of farm resources - Land, Labour, Farm machinery, Farm building, etc.

Unit – C

Tools of farm management and farm business analysis - farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement' farm efficiency measures., Methods of valuation, Cost concepts & estimation of cost of cultivation /production.

3**Unit – D**

Risk and uncertainty in farming -sources of uncertainty counteract uncertainty and decision making process in farm uncertainty in farming, management strategy to business management under risks.

4**Reference Books:**

1. Chandra P. 2000. Financial Management. Tata McGraw Hill.
2. Khan MY & Jain PK. 2004. Management Accounting. Tata McGraw Hill.
3. Nefson AG & Murrey WG. 1988. Agricultural Finance. Kalyani Publ.
4. Pandey fM. 1997. Financial Management. Vikas Publ. House.

Course Title: Food Retail Management

Course Code: MGT994

Course outcomes:

CO1- Understand about the international food markets and factors affecting food patterns in India

CO2- Analyze value chain in food retailing and factors affecting it

CO3- Classify the pricing strategies used in conventional and non conventional food retailing

CO4- Develop skills relating to managing human resource in retailing

L	T	P	Credits
3	1	0	3

CO Mapping

Unit – A

Introduction to international Food market, India's Competitive Position in World Food Trade, Foreign investment in global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, organised Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting food Pattern of Indian Consumer.

1

Unit – B

Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing; the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.

2

Unit – C

Four P's in Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and nonconventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.

3

Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products.

Unit – D

Retail Sales Management Types of Retail Selling Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.

4

Reference Books:

1. Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India.
2. Cox. 2006. Retailing: An Introduction 5th Ed. Pearson Edu.
3. Levy M & Weitz BW. 2004. Retailing Management. 5th Ed. McGraw Hill.

GROUP (I)

E-Commerce

**Course Title : Search Engine
Optimization**
Course Code: MGT995

L	T	P	Credits
0	0	4	3

Course Outcomes:

After completion of this course student will be able to:

CO1- Apply the concepts of search engine optimization for an online website

CO2- Understand the concept of blogging

CO3- Understand the tools of search engine optimization

CO4- Analyze the results in google search console

Concepts to be covered through the practicals in the computer laboratory

- Search engine optimization
- Identifying Keywords
- On-page optimization
- Off-page optimization
- Copywriting for digital media – blogging, Content writing
- Search Engine Optimization Tools
- Reputation Building
- Analysing results in Google Search Console

Reference Book :

1. Williams, A. *SEO 2019: Actionable, Hands-on SEO, Including a Full Site Audit (Webmaster Series): The Ultimate Step by Step Visual Guide to Top 10 Rankings* (Vol. 22). Musrifah Publisher, 2019.
2. Kent, P. *SEO for Dummies*. John Wiley & Sons, 2020.
3. Saikia, H. *All in one Digital Marketing: Strategy, Analytics and Research for Business Dummies A digital marketing book using blogging, Facebook, Twitter, Google and Amazon and many more in 60 Days*. CreateSpace Independent Publishing Platform, 2017.

Course Title : Email, Mobile and Affiliate Marketing

Course Code: MGT996

L	T	P	Credits
0	0	4	3

Course outcomes :

- CO1-** Train the students in use of email marketing
- CO2-** Train the students in use of mobile marketing
- CO3-** Train the students in use of affiliate marketing
- CO4-** Understand the various tools for campaign

Concepts to be covered through the practicals in the computer laboratory

- Collecting Email IDs
- Designing Emailers and Autoresponders
- Analysing Email results and taking action
- Mobile Advertisements
- Mobile Apps
- SMS Marketing
- Whatsapp campaign
- Mobile commerce
- Attracting Affiliates
- Setting Commissions for Affiliates
- Identifying right affiliate programs and platforms
- Setting up affiliate program

Reference Book :

1. Gunelius, S. *Ultimate guide to email marketing for business*. Entrepreneur Press, 2018.
2. Hua, H. *Mobile marketing management: Case studies from successful practices*. CRC Press, 2019.
3. James, A. *Affiliate: The Complete Guide to Affiliate Marketing (How to Make Money Online Selling Other People's Products)*. CreateSpace Independent Publishing Platform, 2017.
4. Anderson, A. *Affiliate Marketing: How to make money and create an income*. CreateSpaceIndependent Publishing Platform, 2015.