

Master of Business Administration

Syllabus

SCHOOL OF DISTANCE EDUCATION

OPEN AND DISTANCE LEARNING

2023 – 2024 onwards

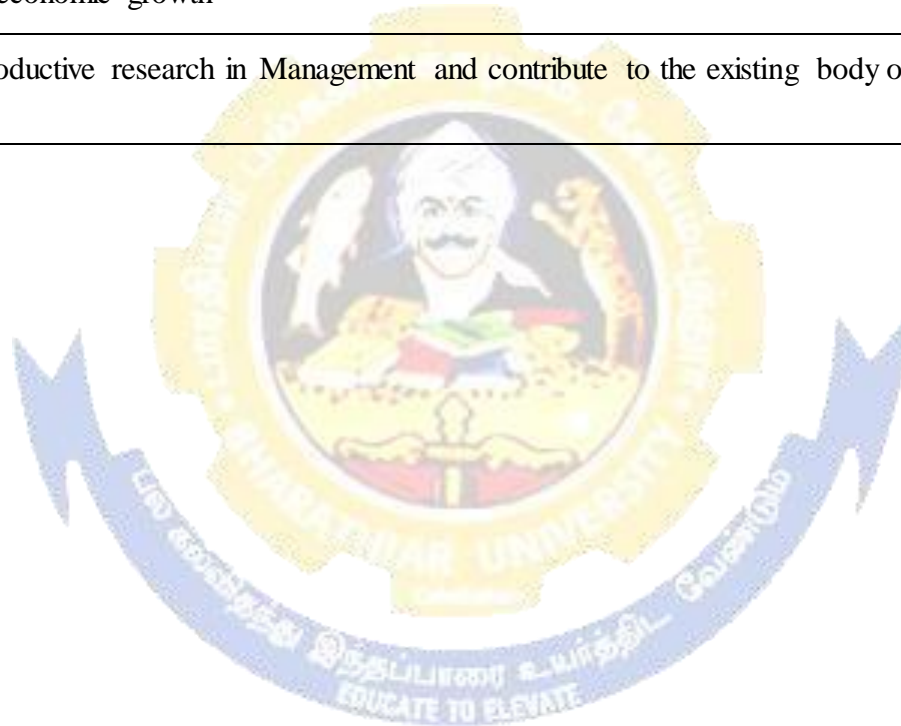


BHARATHIAR UNIVERSITY

**(A State University, Accredited with “A++” Grade by NAAC,
Ranked 15th among Indian Universities by MHRD-NIRF,**

Coimbatore - 641 046, Tamil Nadu, India

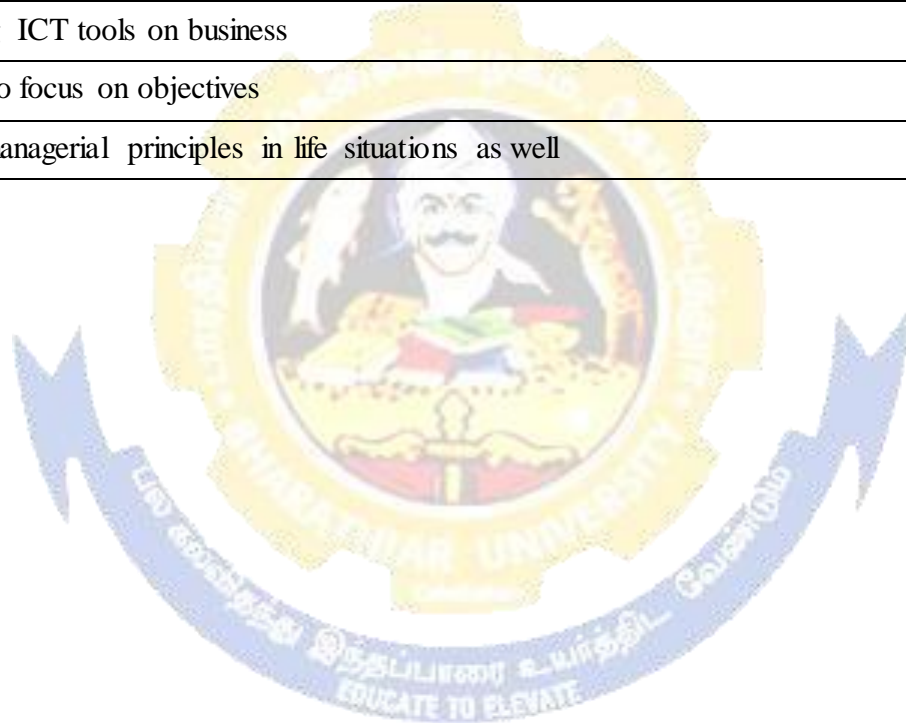
Program Educational Objectives (PEOs)
A graduate of Master of Business Administration program is expected to attain the following within five to seven years after graduation
Occupy middle level managerial positions in private and public sector business firms
Occupy executive positions in primary, secondary and tertiary sector industries
Adding value to organizations by ushering in innovative ideas and applying emerging technologies
Become successful entrepreneurs providing employment for many and contribute to the country's economic growth
Turn to productive research in Management and contribute to the existing body of knowledge



Program Specific Outcomes (PSOs)
After the successful completion of MBA program, the students are expected to
Take decisions related to their area of employment independently
Apply knowledge gained to arrive at rational decisions
Manage a relatively small group of people effectively
Achieve objectives consistently
Conduct research in the broad field of Management
Apply ICT tools effectively on the job
Identify and implement innovative business ideas



Program Outcomes (POs)
The students are expected to possess the following skill sets on completing the course
Basic knowledge of different spheres of management
Business decision making
Analyse the situation and find solutions
People management skills
Goal oriented team work
Time bound achievement of objectives
Effective leadership skills
Applying ICT tools on business
Ability to focus on objectives
Apply managerial principles in life situations as well



SCHOOL OF DISTANCE EDUCATION
BHARATHIAR UNIVERSITY, COIMBATORE-641 046

MBA Curriculum

(For the students admitted during the academic year 2023 – 24 onwards)

SCHEME OF EXAMINATIONS

Title of the Course	Credits	Maximum Marks		
		CIA	ESE	Total
FIRST SEMESTER				
Management Principles and Practice	4	30	70	100
Organisational Behaviour	4	30	70	100
Managerial Economics	3	30	70	100
Financial and Management Accounting	4	30	70	100
Quantitative Methods for Management	4	30	70	100
Corporate Communication	4	30	70	100
Introduction to Industry 4.0	3	30	70	100
SECOND SEMESTER				
Operations Management	4	30	70	100
Marketing Management	4	30	70	100
Financial Management	4	30	70	100
Human Resource Management	4	30	70	100
Quantitative Techniques	4	30	70	100
Research Methods in Management	4	30	70	100
Computer Applications in Management using SAP	3	40	60	100
THIRD SEMESTER				
Business Ethics and Global Business Environment	4	30	70	100
Management Information System	3	30	70	100
Elective	4	30	70	100
Elective	4	30	70	100
Elective	4	30	70	100
Elective	4	30	70	100
*Summer Placement Project Report & Viva-voce	4	-	-	100
FOURTH SEMESTER				
Strategic Management: Indian Global Context	4	30	70	100
Elective	4	30	70	100
Elective	4	30	70	100
Elective	4	30	70	100
Elective	4	30	70	100
Grand Total	100			2600

*For Project Report 80% marks and for Viva-voce 20% marks

**MBA (CBCS Pattern) LIST OF ELECTIVES
(2023-24 onwards)**

Students can choose any four in each semester

III Semester

(Students can choose any four)

MARKETING

1. Integrated Marketing Communication (Promotion Management)
2. Export Management
3. Consumer Behaviour
4. Rural Marketing

HUMAN RESOURCE

5. Staffing in Organisations
6. Performance Management
7. Employee Engagement

FINANCE

8. Financial Services
9. Equity Research and Portfolio Management
10. Derivatives Management
11. Banking Regulations and Services

SYSTEMS

12. Electronic Commerce
13. System Analysis and Design

PRODUCTION

14. Advanced Production Management
15. Integrated Materials Management

HEALTH CARE

16. Hospital Operations Management
17. Hospital Architecture Planning and design

ENTREPRENEURSHIP

18. Entrepreneur Development

GENERAL

19. Hospitality Management
20. Big Data Analytics

SHIPPING & LOGISTICS

21. Logistics Management
22. Export-Import Trade and Documentation

IV Semester

(Students can choose any four)

MARKETING

1. Services Marketing
2. Brand Management
3. Distribution Management
4. Retail Management

HUMAN RESOURCE

5. Employee Development
6. Change and Organisational Development
7. Labour Welfare and Industrial Relations

FINANCE

8. International Financial Management
9. Principles of Insurance
10. Cost Management
11. Banking Risk Management

SYSTEMS

12. Software Project Management
13. Enterprise Resource Planning

PRODUCTION

14. Total Quality Management
15. Supply Chain Management

HEALTH CARE

16. Public Health Systems and Health Insurance
17. International Health Management

ENTREPRENEURSHIP

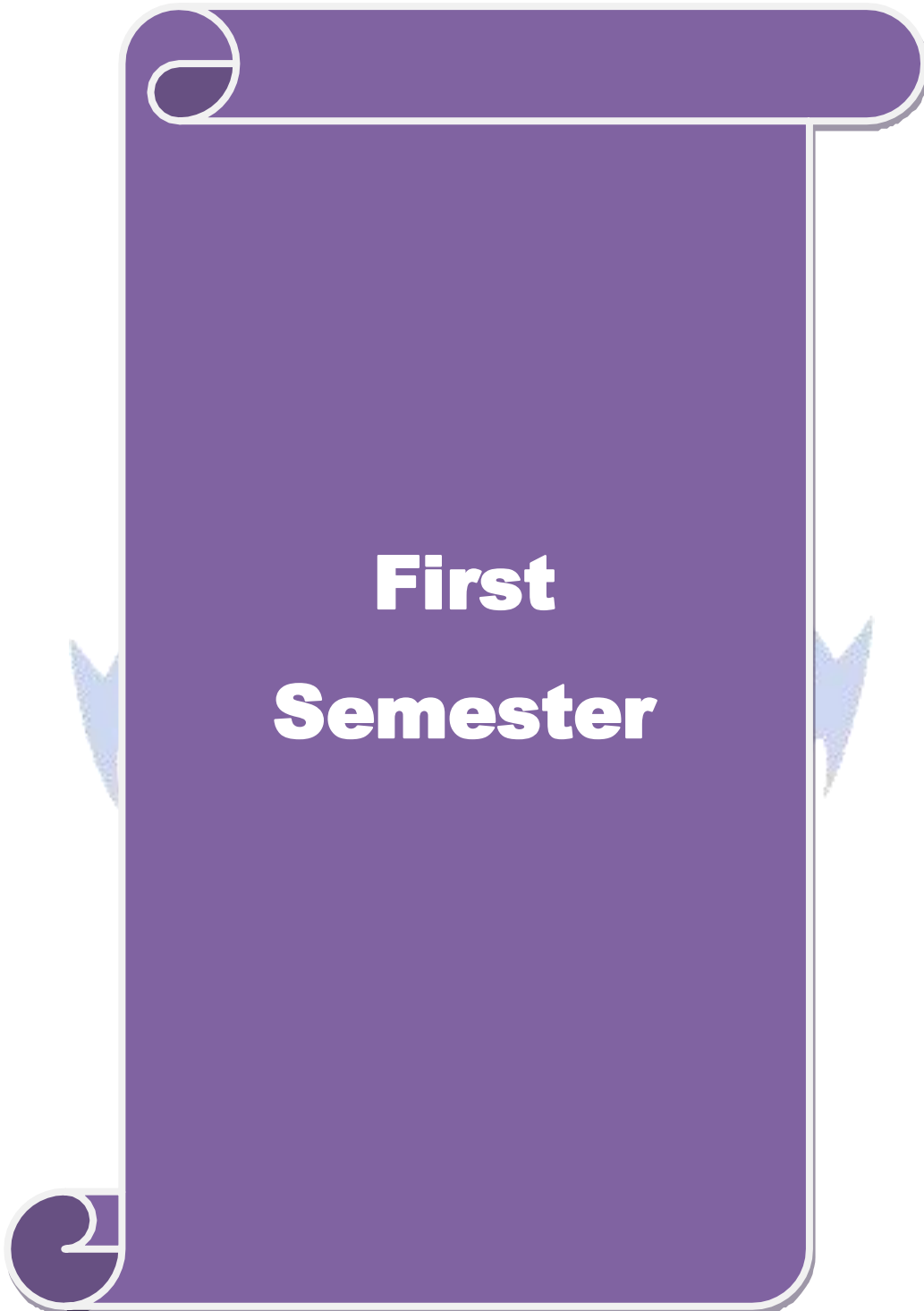
18. The Successful Business Plan

GENERAL

19. Event Management
20. Data Analytics Using R

SHIPPING & LOGISTICS

21. Global Supply Chain Management
22. Shipping Management and Marine Insurance



SEMESTER I : CORE SUBJECTS

Course Code	MANAGEMENT PRINCIPLES AND PRACTICE	CORE
Pre-requisite	Basic knowledge of Business functions	
Course Objectives:		
The main objectives of this course are to:		
1. Understand fundamentals of business management		
2. Learn the application of management principles in business		
3. Learn to apply management principles in life situations as well		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn basic concepts of management		
Understand the various functions of business management		
Identify the scope and application of management in day to day life		
Unit:1	INTRODUCTION TO MANAGEMENT	
Definition and importance of Management - Science, Theory and Practice of Management - The Evolution of Management thought and the patterns of Management Analysis - Management and society: The external environment - Social responsibility and ethics - Global and comparative Management - The basis of global management.		
Unit:2	PLANNING	
Nature, purpose and significance of Planning - Objectives – Strategies - Policies - Planning premises - Decision Making - Global Planning.		
Unit:3	ORGANISING	
Nature and importance of Organising - Entrepreneurship - Organizational Structure: Departmentation - Line/Staff Authority and Decentralisation - Effective organising and Organisational culture - Global organising.		
Unit:4	DIRECTING	
Co-ordination functions in Organisations - Human factors and Motivation - Leadership - Committees and group decision making - Communication - Global Leading.		
Unit:5	CONTROLLING	
System and process of Controlling - Control techniques and Information Technology - Productivity and Operations Management - Overall Control and toward the future through Preventive Control - Global Controlling and Global Challenges.		

Text Book(s)	
1	Koontz & Weirich, Essentials of Management, Tata McGraw Hill.
2	VSP Rao, V Hari Krishna – Management: Text and Cases, Excel Books
Reference Books	
1	Stoner & Wankai, Management, PHI.
2	Robert Krcitner, Management, ATTBS
3	Robbins.S.P., Fundamentals of Management, Pearson

Course Code	ORGANISATIONAL BEHAVIOUR	CORE
Pre-requisite	Basic knowledge of activities of an organisation	
Course Objectives:		
The main objectives of this course are to:		
1. Understand fundamentals of individual and group behaviour		
2. Learn the application of knowledge of OB in business		
3. Learn to modify personality and get equipped for better work place relationships		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn basic concepts of individual and group behaviour		
Recognise the application of OB in business management		
Learn to modify personality for better work performance		
Unit:1	INTRODUCTION TO OB	
Organisational Behaviour: History - Evolution, challenges & opportunities - Contributing disciplines - Management functions and relevance to Organisational Behaviour – Personality: Determinants, structure, behaviour, assessment - Psycho-analytical social learning, job-fit, trait theories.		
Unit:2	INDIVIDUAL BEHAVIOUR	
Emotions and Emotional Intelligence as a managerial tool - Implications of EI on managers and their performance -. Attitudes: Relationship with behaviour, sources, types, consistency - Work attitudes – Values: Importance, sources, types - Ethics and types of management ethics – Perception: Process, Selection, Organisational Errors, Managerial implications of perception – Learning: Classical, Operant, Social and Cognitive approaches - Implications of learning on managerial performance.		
Unit:3	GROUP BEHAVIOUR	
Stress: Nature, sources and effects - Influence of personality - Managing stress – Conflict: Management, levels, sources and bases - Conflict resolution strategies – Negotiation - Foundations of group behaviour: Linking teams and groups - Stages of development - Influences on team effectiveness - Team decision making - Issues in managing teams.		
Unit:4	ORGANISATIONAL CHANGE AND DYNAMICS	
Organisational change - Managing planned change - Resistance to change - Approaches to managing organisational change - Organisational Development: Values – Interventions - Change management - Organisational politics - Political behaviour in organisation - Impression management - Self monitoring - Organisational culture : Dynamics, role and types of culture and corporate culture - Ethical issues in organisational culture - Creating and sustaining culture.		
Unit:5	OB IN GLOBAL SCENARIO	
Organisational Behaviour: Responses to global and cultural diversity - Challenges at international level - Homogeneity and heterogeneity of national cultures - Differences between countries - Challenges of work force diversity and managing diversity cases.		

Text Book(s)	
1	Robbins. S. Organisational Behaviour, Prentice-Hall, India.
2	Umasekaran, Organisational Behaviour, Tata McGraw Hill.
Reference Books	
1	Hellinegal Slocum, Woodman, Organisational Behaviour, Thomson learning
2	Harris & Hartman, Organisational Behaviour, Jaico

Course Code	MANAGERIAL ECONOMICS	CORE
Pre-requisite	Knowledge of basic concepts in Economics	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To emphasize the influence of micro and macro economics on managerial decision making. 2. To make the students learn the fundamental concepts of managerial economics. 3. To impart knowledge on pricing and pricing decisions 4. To map the demand and forecasting techniques to analyse the international market. 5. To add knowledge on balance of payments, monetary and fiscal policies. 		
Expected Course Outcomes:		
On the successful completion of the course, student will able to:		
Take right decision in business by analysing micro and macroeconomic situations.		
Gaining knowledge related to fundamental concepts of Economics.		
Acquiring talented skills on pricing policy and decisions.		
Tapping key skills on profit and investment analysis.		
Application of earned knowledge in analysing monetary and fiscal policies.		
Unit:1	INTRODUCTION TO MANAGERIAL ECONOMICS	
Managerial Economics: Meaning, nature and scope - Managerial Economics and business decision making - Role of Managerial Economist - Fundamental concepts of Managerial Economics - Demand Analysis: Meaning, determinants and types of demand - Elasticity of demand		
Unit:2	PRODUCTION FUNCTIONS AND COST CONCEPTS	
Supply: Meaning and determinants - Production decisions - Production functions – Isoquants, Expansion path - Cobb-Douglas function - Cost concepts - Cost-output relationship - Economies and diseconomies of scale – Cost functions.		
Unit:3	PRICING AND PRICING DECISIONS	
Market structure: Characteristics - Pricing and output decisions - Methods of pricing - Differential pricing - Government intervention and pricing.		
Unit:4	PROFIT POLICIES AND INVESTMENT ANALYSIS	
Profit: Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit analysis - Investment analysis.		
Unit:5	NATIONAL INCOME AND FISCAL POLICIES	
National Income - Business cycle - Inflation and deflation - Balance of payments - Monetary and Fiscal Policies		

Text Book(s)	
1	Michael R. Baye and Jeffrey T, Managerial Economics & Business Strategy, McGraw-Hill
2	William F. Samuelson and Stephen G, Managerial Economics, Wiley
Reference Books	
1	Joel Dean - Managerial Economics, Prentice Hall/Pearson.
2	Rangarajan - Principles of Macro Economics, Tata McGraw Hill
3	Atmanand, Managerial Economics, Excel
4	Mankar. V. G., Business Economics, Macmillan, Business Book

Course Code	FINANCIAL AND MANAGEMENT ACCOUNTING	CORE
Pre-requisite	Basic understanding of Accounting concepts	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To align the accounting theory and concepts with industrial application 2. To create the awareness on using various software in accounting 3. To create strong foundation in understanding rules and regulations applied in Accounting 		
Expected Course Outcomes:		
On the successful completion of the course, students will be able to:		
Learn the basic functions, principles and concepts of accounting.		
Understand postulates and techniques of accounting.		
Analyse the various issues of Financial and Management Accounting to strengthen it		
Evaluate the various tools of accounting to resolve business problems		
Create interest to do research in the field of accounting		
Unit:1	BASICS OF FINANCIAL ACCOUNTING	
Financial Accounting: Definition - Accounting Principles - Concepts and conventions - Trial Balance – Final Accounts (Problems) - Depreciation Methods-Straight line method, Written down value method, Sinking fund method..		
Unit:2	FINANCIAL STATEMENT ANALYSIS	
Financial Statement Analysis: Objectives - Reorganizing the Financial Statement Information - Techniques of Financial Statement Analysis: Comparative Statements, Common – Size statement, Trend Percentage - Accounting Ratios: Construction of balance sheet using ratios (problems)-Dupont analysis.		
Unit:3	FUND FLOW AND CASH FLOW ANALYSIS	
Fund Flow Statement - Statement of Changes in Working Capital - Computation of Fund from Operations - Workings for Computation of various sources and uses - Preparation of Fund Flow Statement - Cash Flow Statement Analysis - Computation of cash from Operations Problems - Distinction between Fund Flow and Cash Flow Statement - Problems		
Unit:4	BASICS OF COST ACCOUNTING AND BUDGETING	
Cost Accounting: Meaning - Distinction between Financial Accounting and Cost Accounting - Cost Terminology: Cost, Cost Centre, Cost Unit - Elements of Cost - Cost Sheet: Problems - Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of flexible and fixed budgets, master budget and cash budget - Problems -Zero Base Budgeting.		
Unit:5	MARGINAL COSTING	
Marginal Costing: Definition - Distinction between marginal costing and absorption costing – Break-Even Point Analysis - Contribution, p/v ratio, margin of safety - Decision making under marginal costing system: Key factor analysis, make or buy decisions, export		

decision, sales mix decision–Problems	
Text Book(s)	
1	R. L. Gupta and Radhaswamy, Advanced Accountancy Sultan Chand Publishers
2	Khanand Jain, Management Accounting- Tata McGraw Hill
Reference Books	
1	S.N.Maheswari, Management Accounting, VikasPublishing
2	J. Batty, Management Accounting, Macdonald & Evans

Course Code	QUANTITATIVE METHODS FORMANAGEMENT	CORE
Pre-requisite	Basic knowledge of Business Management, Mathematics and Statistics	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Gain the knowledge of mathematical and statistical techniques 2. Learn the application of mathematical and statistical techniques to a wide range of business situations. 3. Understand the use of statistical techniques for test of hypothesis. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Memorise and reproduce all basic formulae covered in the syllabus		
Explain in detail all the theoretical concepts taught through the syllabus		
Apply the acquired knowledge and skills to the practical problems in business and research		
Illustrate the use of mathematical and statistical techniques in business decision making		
Interpret the results of mathematical and statistical techniques for business decision making		
Create and find the solution for the business situations using mathematical and statistical techniques		
Unit:1	INTRODUCTION TO BASIC MATHEMATICALCONCEPTS	
Linear and Non-Linear functions – Graphical representation of functions – Constants - Variables – Notion of Mathematical models – Concept of trade off – Notion of constants – Concept of Interest - Basic concept of differentiation – Integration – Optimization concepts – Use of differentiation for optimization of business problems - Optimization		
Unit:2	DATA ANALYSIS- UNI AND BIVARIATE ANALYSIS	
Data Analysis – Uni-variate – ungrouped and grouped data - Measures of central Tendencies - Measures of dispersion – C V percentages (problem related to business applications) - Bi-variate– Correlation and Regression: Problems related to business applications		
Unit:3	PROBABILITY AND PROBABILITYDISTRIBUTION	
Probability: Definition – Addition and multiplication Rules (only statements) – Simple business application problems – Probability distribution – Expected value concept – Theoretical probability distributions – Binomial, Poisson and Normal – Simple problems applied to business.		
Unit:4	INDEX NUMBERS AAND TIME SERIES	
Basic concept of index numbers – Simple and weighted index numbers – Concept of weights - Types of index numbers – Business index number – CPT, WPI, Sensex, Nifty, Production Index, Time series – Variations in Time Series for business forecasting.		

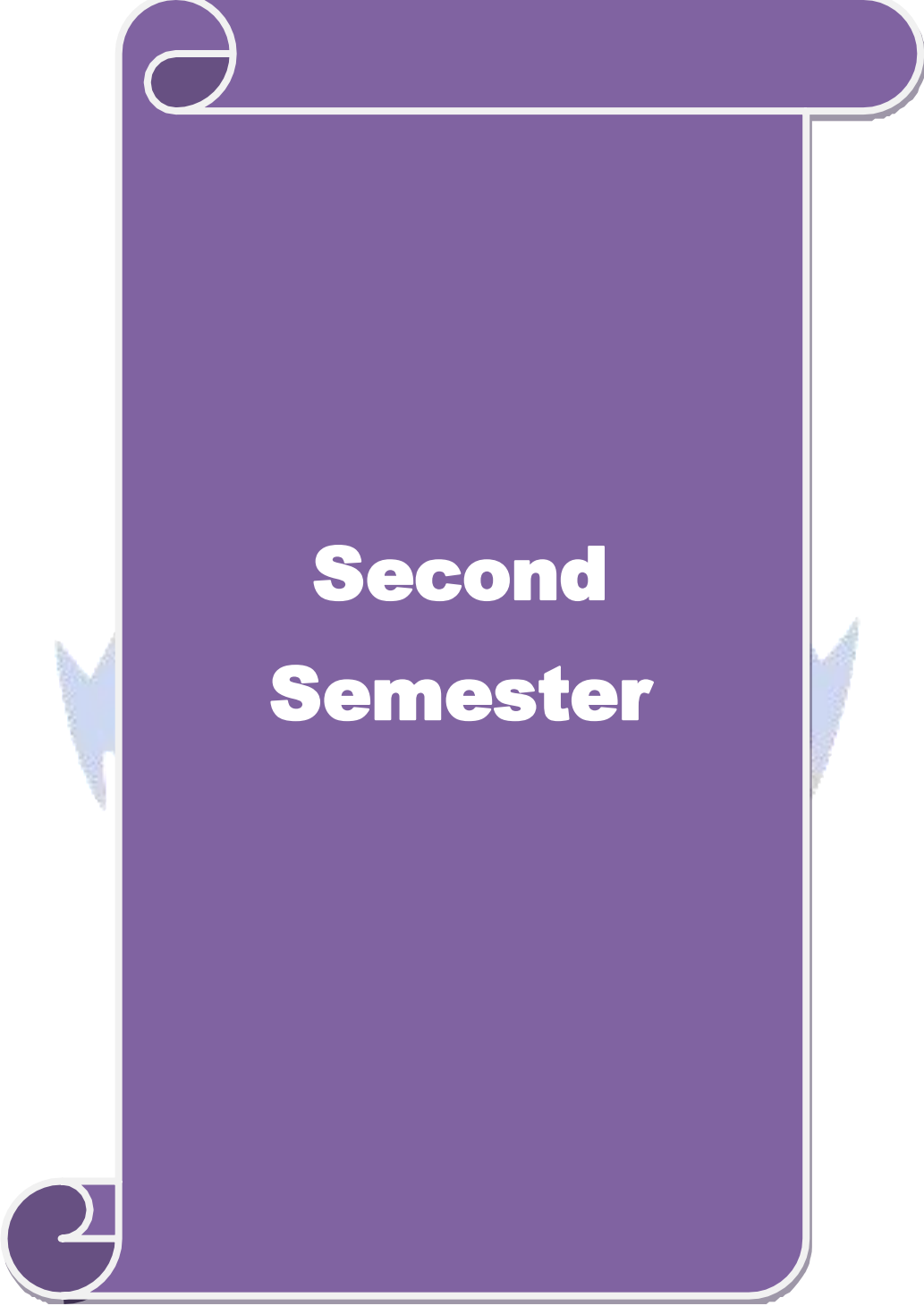
Unit:5	TEST OF HYPOTEHESES
Hypothesis testing of Proportion and Mean – Single and two tailed tests – Errors in hypothesis testing – Measuring the power of hypothesis test - Chi-Square tests	
Text Book(s)	
1	Richard L Levin & David S Rubin – Statistics for Management– Pearson Education, Canada
2	S P Gupta – Statistical Methods– Sultan Chand and Sons
Reference Books	
1	R P Hoods – Statistics for Business and Economics—MacMillan India Ltd
2	David M. Levin, Timothy C. Krehbiel and Mark L. Berenson — Business Statistics : A First Course, Pearson Education Asia
3	Amir D. Aczel, Complete Business Statistics, Irwin McGraw-Hill.

Course Code	CORPORATE COMMUNICATION	CORE
Pre-requisite	Basic knowledge of Business Communication	
Course Objectives:		
The main objectives of this subject is: <ol style="list-style-type: none"> 1. To enable the students to acquire written and spoken communication skills. 2. To make the students to learn the various communication methods followed in corporate and business world. 3. To train the students in the preparation of various reports, business presentations and resume and job applications and attending employment Interviews. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Acquire written and spoken communication skill and able to write and speak efficiently.		
Possess knowledge on various methods of communication adopted in companies.		
Write business reports, present and prepare their own resume and effectively perform in job interviews.		
Acquire the knowledge in presenting any business idea.		
Unit:1	INTRODUCTION TO CORPORATE COMMUNICATION	
Communication basics – Business Communication – Components – Types – Formal communication network – Work team communication – Variables – Goal – Conflict resolution – Non-verbal communication – Cross cultural communication – Business meetings – Business Etiquette.		
Unit:2	UNDERSTANDING CORPORATE COMMUNICATION	
Understanding Corporate Communication – Employee Communication – Managing Government Relations – Writing for Media and Media Relations		
Unit:3	CORPORATE COMMUNICATION IN BRAND PROMOTION	
Corporate Communication in Brand Promotion – Financial Communication – Crises Communication.		
Unit:4	REPORT WRITING	
Report writing: Characterising & business reports – Types and forms & reports – Project proposals – Collection of data – Tables constitution – Charts – Writing the report – Documenting the sources – Proof reading.		
Unit:5	BUSINESS PRESENTATION	
Business Presentation: Written and oral presentation – Work – Team presentation – Delivering the business presentation visual aids – Slides – Electronic presentation – Hand-		

outs – Delivering the presentation – Career planning – Preparing Resume – Job applications – Preparation for a job interview – Employment interviews – Follow-up.	
Text Book(s)	
1	Joe P Cornelissen, Corporate Communications: Theory and Practice, SAGE Publications Ltd
2	Argenti, Corporate Communication, McGraw Hill
Reference Books	
1	Scot Ober, “Contemporary Business Communication”, Cengage Learning
2	Lesikar&Flatley, “Basic Business Communication: Skills for empowering the internetgeneration”, Tata McGraw Hill
3	JaishriJethwaney, “Corporate Communication: Principles and Practice”, OxfordUniversity Press

Course Code	INTRODUCTION TO INDUSTRY 4.0	CORE
Pre-requisite	Basic understanding of industry and computer knowledge	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Align the theory and concepts with Industrial application of computers 2. Introduce the basic concepts of Industry 4.0, Artificial Intelligence, Big Data and Internet of Things. 3. Learn the applications and tools of Industry 4.0. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand the basic concepts of Industry 4.0		
Outline the features of Artificial Intelligence		
Summarize the Big data domain stack and Internet of Things		
Identify the applications and Tools of Industry 4.0		
Analyze the skills required for future		
Unit:1	INDUSTRY 4.0	
Need – Reason for Adopting Industry 4.0 - Definition – Goals and Design Principles - Technologies of Industry 4.0 – Big Data – Artificial Intelligence (AI) – Industrial Internet of Things - Cyber Security – Cloud – Augmented Reality.		
Unit:2	ARTIFICIAL INTELLIGENCE	
Artificial Intelligence: Artificial Intelligence (AI) – What & Why? - History of AI - Foundations of AI -The AI - Environment - Societal Influences of AI - Application Domains and Tools - Associated Technologies of AI - Future Prospects of AI - Challenges of AI.		
Unit:3	BIG DATA AND IOT	
Big Data : Evolution - Data Evolution - Data : Terminologies - Big Data Definitions - Essential of Big Data in Industry 4.0 - Big Data Merits and Advantages - Big Data Components : Big Data Characteristics - Big Data Processing Frameworks - Big Data Applications - Big Data Tools - Big Data Domain Stack : Big Data in Data Science - Big Data in IoT - Big Data in Machine Learning - Big Data in Databases - Big Data Use cases : Big Data in Social Causes - Big Data for Industry - Big Data Roles and Skills - Big Data Roles - Learning Platforms; Internet of Things (IoT) : Introduction to IoT - Architecture of IoT - Technologies for IoT - Developing IoT Applications - Applications of IoT - Security in IoT.		
Unit:4	APPLICATIONS AND TOOLS OF INDUSTRY 4.0	
Applications of IoT – Manufacturing – Healthcare – Education – Aerospace and Defence – Agriculture – Transportation and Logistics – Impact of Industry 4.0 on Society: Impact on Business, Government, People. Tools for Artificial Intelligence, Big Data and Data Analytics, Virtual Reality, Augmented Reality, IoT, Robotics.		
Unit:5	JOBS 2030	

Industry 4.0 – Education 4.0 – Curriculum 4.0 – Faculty 4.0 – Skills required for Future - Tools for Education – Artificial Intelligence Jobs in 2030 – Jobs 2030 - Framework for aligning Education with Industry 4.0.	
Text Book(s)	
1	P. Kaliraj, T. Devi, Higher Education for Industry 4.0 and Transformation to Education 5.0
Reference Books	
1	Alasdair Gilchrist. Industry 4.0: The Industrial Internet of Things, Apress Publications



**Second
Semester**

Course Code	OPERATIONS MANAGEMENT	CORE
Pre-requisite	Basic knowledge of Production process	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Understand on key analytical methods, system overview and provide practical insight on operations management. 2. Impart learners with the knowledge about PPC, MPS, MRP, CRP, Materials Management and TQM. 3. Enable students in learning Production Management System and Inventory Control System. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand and focus on the basic ideas of Operations Management, functions, types and product designs; computer integrated manufacturing systems, etc.		
Apply their knowledge in product design, evaluation and selection of operations, different types of layout, manufacturing system, line balancing and CIMS.		
Analyse production planning and control, capacity requirement planning and its techniques, Business Process Re-engineering and total productive maintenance.		
Apply and evaluate Materials Management and Inventory Control Systems.		
Create total quality management, type I and type II error, ISO Quality Certifications and Six Sigma concept.		
Unit:1	OPERATIONS MANAGEMENT	
Operations Management: Meaning – Importance – Historical contributions – System view of OM - Operation strategy and competitiveness - Functions of OM – Types of production systems		
Unit:2	PRODUCT DESIGN & COMPUTER INTEGRATED SYSTEM	
Product design and process selection – Evaluation and Selection of appropriate Production and Operations technology - Product Design and process selection - Types of layout – Analysis and selection of layout – Product and / or Process layout - Cellular, Lean and Agile manufacturing systems – Computer Integrated Manufacturing Systems - Assembly line balancing		
Unit:3	PPC,MPS,MRP,CRP and TPM	
Production planning and control: Meaning – Functions – Aggregate planning –Master Production Schedule (MPS) – Material Requirement Planning (MRP) – BOM – Capacity Requirement Planning (CRP) – Techniques – Problems in MRP and CRP – Introduction to MRP II and ERP – Business Process Re-engineering - Total Productive Maintenance (TPM)		
Unit:4	MATERIALS MANAGEMENT & INVENTORY CONTROL SYSTEM	

Materials management: Functions – Material planning and budgeting – Value Analysis - Purchase functions and procedure - Inventory control – Types of inventory – Safety stock – Order point – Service level – Inventory control systems: Perpetual – Periodic – JIT – KANBAN.	
Unit:5	TQM,ISO &SIX SIGMA
Total Quality Management Concept - Statistical Quality Control for Acceptance Sampling and Process Control – Concepts of O.C.C. Curve – Use of the O.C. Curve – Concept of Type I and Type II error – Quality movement – Quality circles — ISO Quality Certifications and types – Quality assurance – Six Sigma concept.	
Text Book(s)	
1	Everest E Adam & Ebert -Production and Operations Management,PHI publication
2	Joseph G Monks- Operations Management (Theory and Problems), McGraw Hill International
3	Mahadevan. B., Operations Management, Theory and Practice, New Delhi:Pearson Education
Reference Books	
1	S N Chary- Production and Operations Management , TMH Publications
2	Pannerselvam- Production and Operations Management, PHI
3	Lee J. Krajewski and Larry P. Ritzman, —Operations Management:Process and value Chains, PHI
4	Hunawalla and Patil –production and Operations Management, Himalaya.
5	Stevenson J William, Operations Management, New Delhi:McGraw Hill Education.
6	Operations Management for Competitive Advantage, Richard B Chase, Jacobs, Aquilano, Agarwal,

Course Code	MARKETING MANAGEMENT	CORE
Pre-requisite	Basic idea of Business Management	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Understand the core functional area of marketing. 2. Familiarize the marketing strategies and take decisions. 3. Impart key insights into the practical aspects of marketing. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand the fundamentals and analyse core aspects of marketing.		
Demonstrate the market segmentation and targeting to build knowledge on consumer behaviour		
Use creative, critical and reflective thinking to address organizational opportunities and to interpret the product and pricing decisions.		
Identify the promotional aspects of marketing and modern marketing		
Measure the marketing control and modern trends.		
Unit:1	INTRODUCTION TO MARKETING	
Marketing Concepts and tasks - Defining and delivering customer value and satisfaction - Value chain - Delivery network, Marketing environment- Digitalisation and Customisation - Changing marketing practices - Marketing Information System - Strategic marketing planning and organization		
Unit:2	MARKET SEGMENTATION AND BUYING BEHAVIOUR	
Market Segmentation: Levels - Importance -Procedures - Bases for Segmentation - Targeting Strategies - Positioning: Differentiation Strategies - Positioning Strategies -Individual Buyer Behaviour: Model- Buying Decision Process - Buyer Roles- Buying Influences		
Unit:3	PRODUCT & PRICING DECISIONS	
Creating value: The product – Goods & Services continuum – Classification & levels of product – Product decisions: Product Mix and Product Lines: Concepts - Product Life Cycle strategies – Brand concepts – Marketing of services – Packaging & Labeling decisions – Warranties & Guarantees – New Product Development: Stages – New Product Success & Failure – Diffusion of innovation – Pricing policies & strategies – Factors affecting price determination – Steps in setting the price.		
Unit:4	MARKETING CHANNELS AND SALES PROMOTION	
Integrated marketing communication process and mix: Advertising, Sales promotion and Public relation decisions - Direct marketing – Telemarketing -Sales force: Objectives, structure, size and compensation.		
Unit:5	MARKETING CONTROL & MODERN TRENDS IN MARKETING	
Concept, process & types of Marketing Control – Marketing Audit –Marketing Challenges in globalised era – Marketing through social network & digital platforms – Social marketing – Elements of social marketing plan – Green Marketing – Consumerism		

Text Book(s)	
1	Philip Kotler, Kevin Lane Keller, Abraham Koshy, and MithileswarJha, "Marketing Management "A South Asian Perspective", Pearson Education
2	Ramaswamy V.S. & Namakumari S, MARKETING MANAGEMENT – Global Perspective, Indian context – MacMillan 4th edition
Reference Books	
1	Louis W Stern, Adel I El Ansary, and Anne T Coughlan., "Marketing Channel", New Delhi: Prentice Hall of India
2	Naresh K Malhotra and Satyabhusan Dash, "Marketing Research - An Applied Orientation", New Delhi: Pearson

Course Code	FINANCIAL MANAGEMENT	CORE
Pre-requisite	Basics of Financial and Management Accounting	
Course Objectives:		
The main objectives of this course are to:		
1. Align the financial theory and concepts with industrial application		
2. Create the awareness on using various software in accounting		
3. Create strong foundation in understanding rules and regulations applied in finance		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, principles and concepts of Financial Management		
Understand postulates, principles and techniques of Financial Management.		
Apply financial management concepts to resolve business problems		
Analyse the practical issues of Financial Management		
Create interest to do research in the field of accounting		
Unit:1	INTRODUCTION OF FINANCIAL MANAGEMENT	
Objectives and functions of Financial Management - Role of Financial Management in the organisation - Risk-Return relationship- Time value of money concepts – Introduction to Indian Financial System - Role of SEBI in Capital Issues - Valuation of Bonds and Shares		
Unit:2	CAPITAL BUDGETING	
Capital Budgeting - Methods of appraisal - Conflict in criteria for evaluation - Capital Rationing- Problems - Risk analysis in Capital Budgeting.		
Unit:3	COST OF CAPITAL	
Cost of Capital - Computation for each source of finance and weighted average cost of capital - EBIT - EPS Analysis - Operating Leverage - Financial Leverage - Problems.		
Unit:4	CAPITAL STRUCTURE AND DIVIDEND	
Capital Structure theory - Net Income approach - Net Operating Income approach – MM approach - Dividend policy - Types of Dividend policy.		
Unit:5	WORKING CAPITAL MANAGEMENT	
Working Capital Management: Definition and objectives - Working Capital policies – Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems)- Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and implications of various Committee Reports.		

Text Book(s)	
1	Richard A.Brealey, Stevart C. Myers, Principles of Corporate Finance, McGraw Hill, NewYork.
2	James C.Van Horns, Financial Management & Policy, Prentice Hall of India (P) Ltd., NewDelhi.
Reference Books	
1	Prasanna Chandra, Financial Management, Theory&Practice,Tata McGraw Hill,NewDelhi.
2	I.M.Pandey, Financial Management, Vikas Publishing, New Delhi

Course Code	HUMAN RESOURCE MANAGEMENT	CORE
Pre-requisite	Basics of Business management	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Familiarise the students with concepts of HRM 2. Understand the significance of HRM in the organisation 3. Learn to apply the methods of HRM to achieve organisational objectives 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, principles and concepts of HRM		
Understand importance of HRM concepts in business		
Apply the HRM tools to achieve specific objectives		
Unit:1	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT	
Human Resource function- Human Resource philosophy - Changing environments of HRM - Strategic Human Resource Management - Using HRM to attain competitive advantage - Trends in HRM - Organisation of HR departments - Line and staff functions - Role of HR Managers.		
Unit:2	RECRUITMENT	
Recruitment & Placement - Job analysis: Methods - IT and computerised skill inventory - Writing job specification – HR and the responsive organisation - Recruitment and selection process. Employment planning and forecasting - Building employee commitment: Promotion from within: Sources - Developing and using application forms – IT and recruiting on the internet - Employee Testing & selection : Selection process, basic testing concepts, types of tests, work samples & simulation, selection techniques, interview - Common interviewing mistakes - Designing & conducting the effective interview - Small business applications - Computer aided interview.		
Unit:3	TRAINING AND DEVELOPMENT	
Training & Development - Orientation & Training: Orienting the employees, Training process, need analysis - Training techniques - Special purpose training - Training via the internet - Developing Managers: Management Development - The responsive managers - On-the-job and off-the-job Development techniques using HR to build a responsive organization - Performance appraisal: Methods - Problems and solutions - MBO approach - The appraisal interviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions and transfers.		
Unit:4	COMPENSATION MANAGEMENT	
Compensation & Managing quality - Establishing Pay plans: Basics of compensation - Factors determining pay rate – Current trends in compensation - Job evaluation - Pricing managerial and professional jobs - Computerised job evaluation. Pay for performance and Financial incentives: Money and motivation - Incentives for operations employees and executives - Organisation wide incentive plans - Practices in Indian organisations - Benefits		

and services : Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits - Retirement benefits and other welfare measures to build employee commitment	
Unit:5	LABOUR RELATIONS
Labour relations and employee security – Industrial relations and collective bargaining: Trade unions - Collective bargaining - Future of trade unionism - Discipline administration - Grievances handling - Managing dismissals and separation - Labour Welfare: Importance & Implications of labour legislations - Employee health – Auditing HR functions - Future of HRM function.	
Text Book(s)	
1	Gary Dessler, "Human Resource Management", Prentice Hall of India P. Ltd.
2	VSP Rao, Human Resource Management: Text and Cases, Excel Books, New Delhi
Reference Books	
1	H. John Bernardin&Joyee E. A. Russel, Human Resource Management - An experiential approach, McGraw-Hill International Edition
2	David A. DeCenzo& Stephen P. Robbins, Human Resource Management, Wiley India Private Limited.

Course Code	QUANTITATIVE TECHNIQUES	CORE
Pre-requisite	Basic knowledge of Business Mathematics	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Provide the basic understanding about the various quantitative techniques 2. Learn the use of quantitative techniques on a wide range of business situations 3. Identify relevant quantitative techniques for given decision making situations 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Memorise and reproduce all basic steps in solving the various quantitative techniques covered in the syllabus		
Know in detail the identification of appropriate quantitative technique for a given business situation		
Apply the acquired knowledge and skill to solve the practical problems of business		
Illustrate the use of quantitative techniques in business decision making		
Interpret the results obtained from the quantitative techniques for obtaining optimal solution		
Create and solve the business situations using quantitative techniques		
Unit:1	INTRODUCTION TO OR AND LINEAR PROGRAMMING	
Mathematical Models – Deterministic and probabilistic – Simple business examples – OR and optimization models – Linear Programming – Formulation – Graphical solution – Dual linear programming problem – Economic interpretation		
Unit:2	TRANSPORTATION AND ASSIGNMENT MODELS	
Transportation model – Initial Basic Feasible solutions – Optimum solution for non – degeneracy model – Trans-shipment Model – Assignment Model		
Unit:3	NETWORK AND WAITING LINE MODELS	
Network Model – Networking – CPM – Critical path – Time estimates – Critical path – Crashing, Resource leveling, Resources planning - Waiting Line Model – Structure of model – M/M/1 for infinite population.		
Unit:4	INVENTORY MODEL	
Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory Models - Probabilistic EOQ model		
Unit:5	SIMULATION AND DECISION THEORY	
Simulation – Types of simulation – Monte Carlo simulation – Simulation problems -Decision		

Theory – Pay off tables – Decision criteria – Decision trees.	
Text Book(s)	
1	KantiSwarup, Gupta And Man Mohan, Operations Research, Prentice Hall of India
2	Hamdy A Taha, Operations Research – An Introduction, Pearson.
Reference Books	
1	J.K. Sharma- Operations Research , Macmillan India Ltd.
2	Fredrick S Hillier and Herald J Lieberman, Operations Research, Concepts and cases ,TMH
3	U.K. Srivastava, G.V. Shenoy, S. C. Sharma, — Quantitative Techniques for Managerial Decision, Prentice Hall of India
4	Ronald L. Rardin, —Optimization in Operations Research, Pearson Education
5	R. Panneerselvam, Operations Research, PHI

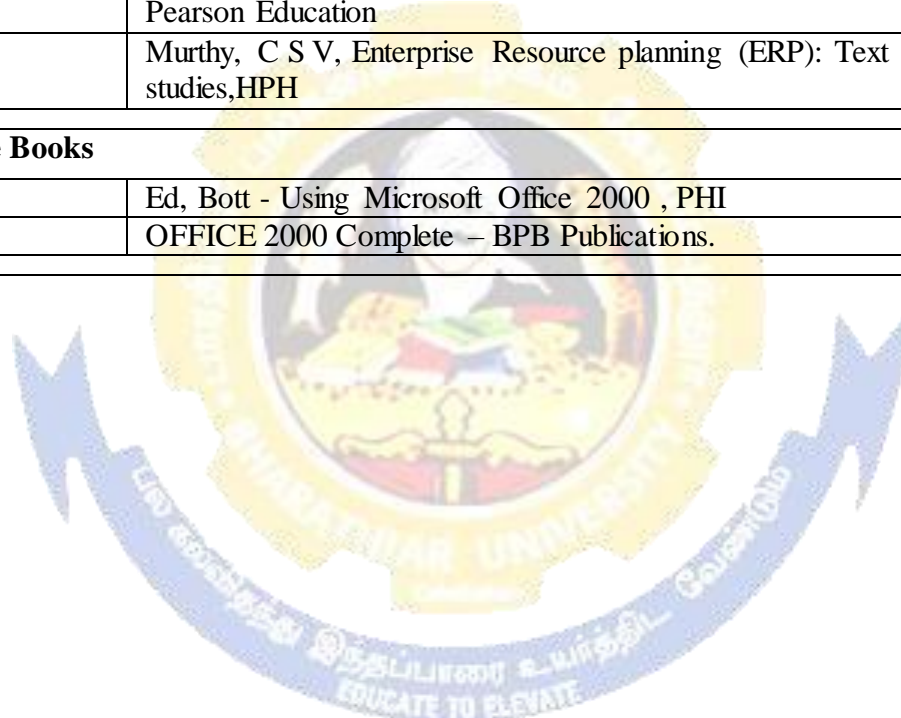
Course Code	RESEARCH METHODS FOR MANAGEMENT	CORE
Pre-requisite	Basic knowledge of Research Methodology	
Course Objectives:		
<p>The main objectives of this subject are:</p> <ol style="list-style-type: none"> 1. To develop understanding of various research designs and techniques. 2. To understand some basic concepts of research methodologies and conduct research in an appropriate manner 3. To enhance the knowledge in research proposal and report writing. 		
Expected Course Outcomes:		

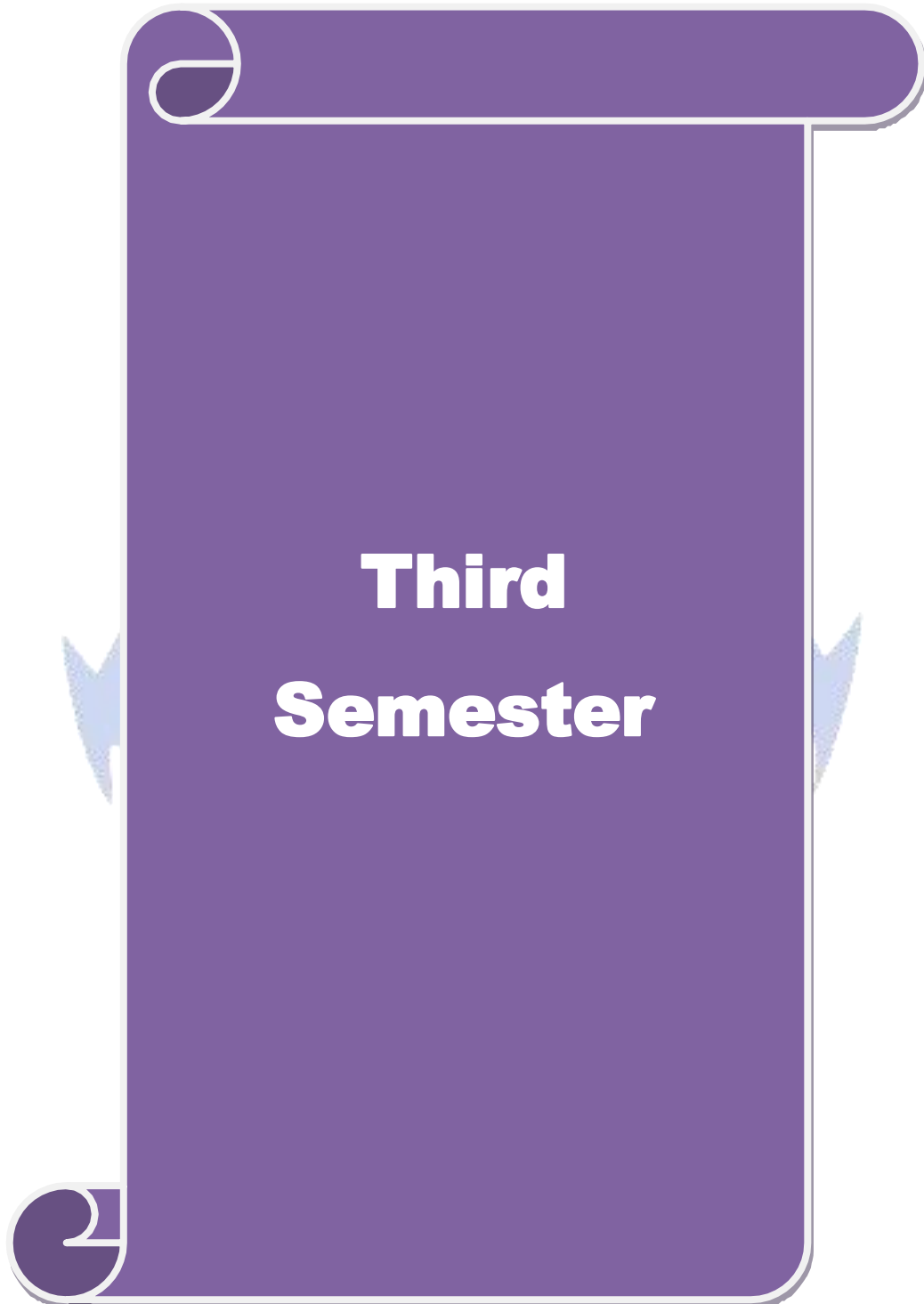
On the successful completion of the course, student will able to:	
Apply a range of quantitative and /or qualitative research techniques to business and management problems / issues.	
Understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making.	
Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process.	
Develop necessary critical thinking skills in order to evaluate different research approaches utilized in the service industries.	
Students should be able to define the meaning of a variable, and identify independent, dependent, and mediating variables.	
Unit:1	INTRODUCTION TO RESEARCH
Research: Meaning, scope and significance - Types of research - Research process - Characteristics of good research - Scientific method - Problems in research – Identifying research problem – Concepts, constructs and theoretical framework.	
Unit:2	RESEARCH DESIGN
Hypothesis: Meaning, sources and types - Formulation of research design - Types - Case study - Features of good design – Measurement: Meaning and need - Errors in measurement - Tests of sound measurement - Techniques of measurement - Scaling techniques: Meaning - Types of scales - Scale construction techniques.	
Unit:3	SAMPLING DESIGN
Sampling design: Meaning - Concepts - Steps in sampling - Criteria for good sample design - Types of sample designs - Probability and non-probability samples - Data collection: Types of data - Sources - Tools for data collection - Methods of data collection - Constructing questionnaire - Pilot study - Case study - Data processing: Coding - Editing - and tabulation of data – Data analysis.	
Unit:4	PARAMETRIC AND NON-PARAMETRIC TESTS
Test of Significance: Assumptions about parametric and non-parametric tests - Parametric Test: T test, F Test and Z test - Non Parametric Tests: U Test, Kruskal Wallis, Sign test. Multivariate analysis: Factor, Cluster, MDS and Discriminant analysis (No Problems) - SPSS and its applications.	
Unit:5	REPORT WRITING
Interpretation : Meaning - Techniques of interpretation - Report writing: Significance – Steps in report writing - Layout of report - Types of reports - Oral presentation - Executive summary - Mechanics of writing research report - Precautions for writing report - Norms for using tables, charts and diagrams - Appendix: Norms for using Index and Bibliography.	
Text Book(s)	
1	William M. K. Trochim, James P. Donnelly, The Research Methods Knowledge Base, Atomic Dog

2	John W. Creswell, Research Design: Qualitative, Quantitative and Mixed Methods Approaches, SAGE Publications, Inc
Reference Books	
1	Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. Business Research Methods, Cengage Learning.
2	Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill
3	Naresh K Malhotra – Marketing Research: An Applied Orientation, Pearson Education

Course Code	COMPUTER APPLICATION IN MANAGEMENT USING SAP	CORE-PRACTICAL
Pre-requisite	Basic knowledge of Business Management and Computers	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Understand the various components of Computers and software used in business 2. Introduce the concepts of information technology and their applications in management for decision making 3. Recognize the various ethical and privacy issues involved in SAP & ERP 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand the various system application products		
Apply the various components of computers to resolve business problems		
Analyse the various issues of SAP & ERP to strengthen it		
Create interest to do research in the field of SAP & ERP		
Unit:1	COMPONENTS OF COMPUTERS	
Components of a computer - Hardware and Software – Operations Systems – Directories and File properties - MS OFFICE – Introduction to WORD, EXCEL and POWERPOINT -WORD – Creating a new document with templates & Wizard – Creating own document – Opening/modifying a saved document – Converting files to and from other document formats – Using keyboard short-cuts & mouse – Adding symbols & pictures to documents – Header and footers – Finding and replacing text – Spell check and Grammar check – Formatting text - Paragraph formats - Adjusting margins, line space – Character space – Changing font type, size –Bullets and numbering – Tables – Adding, editing, deleting tables – Working within tables – Adding, deleting, modifying rows and columns – Merging & splitting cells.		
Unit:2	EXCEL	
EXCEL – Working with worksheets – Cells – Entering, editing, moving, copying, cutting, pasting, transforming data – Inserting and deleting of cells, rows & columns – Working with multiple worksheets – Switching between worksheets – Moving, copying, inserting & deleting worksheets – Using formulae for quick calculations – Working & entering a formula – Formatting a worksheet – Creating and editing charts – Elements of an Excel Chart – Selecting data to a chart – Types of chart – chart wizard – Formatting chart elements – Editing a chart – Printing charts - Excel Function – Mathematical, logical, Lookup & Reference, Financial, statistical and other functions. Rudimentary data analysis - Sort, filtering, conditional formatting and Pivot tables etc.		
Unit:3	POWERPOINT	
POWERPOINT: Creating new presentations – Auto content wizard – Using template – Blank presentation – Opening existing presentations – Adding, editing, deleting, copying , hiding slides – Presentations – Applying new design – Adding graphics – Using headers and footers – Animations text – Special effects to create transition slides – Controlling the transition speed – Adding sounds to slides – Using action buttons.		

Unit:4	TALLY
TALLY: Introduction and Installation - Required Hardware, Preparation for installation of Tally software, installation - Working in Tally: Opening new company, Safety of Accounts or Password, Characteristics, Making Ledger Accounts, Writing voucher, voucher entry, Making different types of vouchers, Correcting sundry debtors and sundry creditors accounts, Preparation of Trial Balance, Books of Accounts, Cash Book, Bank Books, Ledger Accounts, Group summary, Sales Register and Purchase Register, Journal Register, Statement of Accounts & Balance Sheet.	
Unit:5	ERP & SAP
ERP & SAP: Introduction – Need for ERP – Advantages – Major ERP Packages – SAP:Features – ABAP: Logon to SAP Environment – ABAP Dictionary – Functions – Objects –Managing SAP Application	
Text Book(s)	
1	George Anderson,Danielle Larocca -Teach yourself SAP in 24 hours , Pearson Education
2	Murthy, C S V, Enterprise Resource planning (ERP): Text and case studies,HPH
Reference Books	
1	Ed, Bott - Using Microsoft Office 2000 , PHI
2	OFFICE 2000 Complete – BPB Publications.





Course Code	BUSINESS ETHICS AND GLOBAL BUSINESS ENVIRONMENT	CORE
Pre-requisite	Basic knowledge of ethics and Business Environment	
Course Objectives:		
The main objectives of this subject is:		
<ol style="list-style-type: none"> 1. To understand ethical issues in the workplace and conflicts that arises in the business environment. 2. To understand the role and responsibilities of corporate governance. 3. To understand the strategies of International Business. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand the importance of ethical decisions and the consequences of unethical decisions.		
Understand that the business has a social responsibility towards the society.		
Understand the relative information regarding corporate governance.		
Gathering complete knowledge about trade theory.		
Learning the strategies of international business.		
Unit:1	INTRODUCTION TO BUSINESS AND BUSINESS ENVIRONMENT	
Business and society - Business & ethics - Social responsibility - Environmental Pollution and control. Business and culture - Business and Government - Political system and its influence on business - Business environment - The concept and significance - Constituents of business environment		
Unit:2	CORPORATE GOVERNANCE	
Managing ethics - Framework of organisational ethical theories and sources - Ethics across cultures - Factors influencing business ethics - Ethical decision making - Ethical values and stakeholders - Ethics and profit - Corporate governance: Structure of boards, reforms in boards, compensation issues, ethical leadership for improved corporate governance and better business education.		
Unit:3	GLOBAL INSTITUTIONS AND POLITICAL SYSTEM	
Globalisation: Emergence of global institutions - Drivers of globalisation - National differences in Political economy- Political system, economic system and legal system - Differences in culture: Values and norms, social structure, religious and ethical system, language, education, culture, implications for managers.		
Unit:4	GLOBAL TRADE AND INVESTMENT ENVIRONMENT	
Global trade and investment environment - International trade theory: Introduction – An overview of trade theory – Mercantilism, Absolute Advantage, Comparative Advantage, Heckscher-Ohlin Theory, The New Trade Theory, National Competitive Advantage – Porte’s		

Diamond - The revised case for free trade - Development of the world trading system - WTO & development of world trade - Regional grouping of countries and its impact.	
Unit:5	STRATEGIES OF INTERNATIONAL BUSINESS
International business strategy: Strategy and the firm - Profiting from global expansion - Pressures for cost reductions and local responsiveness - Strategic choice - Mode of Entry: Introduction - Entry modes - Selecting the entry mode – Strategic alliances - Making alliances work – Exporting and Importing: Introduction – The promise and pitfalls of exporting - Improving export performance - Export and import financing - Export assistance – Counter trade.	
Text Book(s)	
1	Laura Hartman, Joseph DesJardins, Business Ethics: Decision-Making for Personal Integrity & Social Responsibility, McGraw-Hill/Irwin
2	Janet Morrison, The Global Business Environment: Challenges and Responsibilities, Red Globe Press
Reference Books	
1	Charles W.L., Hill, Arun K Jain, International Business : Competing in the Global market place, Irwin-McGrawHill
2	Rakesh Mohan Joshi., International Business, Oxford University Press
3	Ronald D Francis & Mukti Mishra., Business Ethics: An Indian Perspective, The Mc- Graw Hill companies

Course Code	MANAGEMENT INFORMATION SYSTEM	CORE
Pre-requisite	Basic knowledge of Business Management and Information Systems	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Gain knowledge on basic concepts of Information Systems 2. Understand the importance of Information System in functional areas of business 3. Comprehend the security and ethical challenges in online operations 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Describe the basic concepts related to Management Information System		
Explain in detail the various functional information systems		
Use of DSS models, AI, Expert Systems in decision making process		
Analyzing the various information resources and technologies for developing an efficient information system		
Evaluating the various security challenges for a secured information system		
Creating an information system for an organization to process the data for decision making process		
Unit:1	INTRODUCTION TO INFORMATION SYSTEMS	
Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.		
Unit:2	FUNCTIONAL INFORMATION SYSTEMS	
IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.		
Unit:3	DECISION SUPPORT SYSTEMS ANDARTIFICIAL INTELLIGENCE	
DSS and AI: DSS models and software: The decision-making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis - Overview of AI: Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems.		
Unit:4	IS ARCHITECTURE AND EDI	
Managing Information Technology: Managing information resources and technologies - IS architecture and management - Centralised, Decentralised and Distributed - EDI, Supply Chain Management & Global information technology management		
Unit:5	SECURITY AND ETHICAL CHALLENGES	
Security and Ethical Challenges: IS controls - Facility control and procedural control - Risks		

to online operations - Denial of service, spoofing - Ethics for IS professional - Societal challenges of information technology.	
Text Book(s)	
1	James A O'Brien -Management Information Systems, Tata McGraw Hill
2	Kenneth C Laudon and Jane P Laudon -Management Information System, PHI
Reference Books	
1	Effy Oz - Management Information Systems, Vikas Publishing House
2	Waman S Jawadekar - Management Information System Text and cases, Tata McGraw-Hill
3	R.Srinivasan -Strategic Management,Prentice Hall of India
4	M.Senthil - Management Information System

3.8 SUMMER PLACEMENT PROJECT REPORT & VIVA-VOCE
SEMESTER III: ELECTIVE SUBJECTS : MARKETING

Course Code	INTEGRATED MARKETING COMMUNICATION (PROMOTION MANAGEMENT)	ELECTIVE
Pre-requisite	Basic concepts of Marketing	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Highlight the role of marketing communications in the marketing of a product 2. Familiarise the students with making the right promotion mix for a product/service. 3. Create and manage promotional tools for successful execution of business strategic plan. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand the connection between marketing communications tools and how each can be used effectively- individually or in an integrated mix.		
Apply the modern practices on promotion with respect to digital and online platforms		
Analyse the advertisement media and tactics at corporate and market level		
Create advertisement copy		
Evaluate the optimum sales promotional tool(s) for use in the marketing communications plan		
Unit:1	PROMOTION MIX & PERSONAL SELLING	
Promotion Mix Tools - Steps in communication process - Factors in deciding promotion mix - Personal selling - Sales force design: Objectives, strategy, size, structure and compensation - Principles of Personal Selling – Salesmanship: Steps in selling process – Negotiation: Models, strategy & tactics - Customer Relationship Management - Evaluation of personal selling.		
Unit:2	ADVERTISING STRATEGIES IN MODERN MARKETING	
Fundamentals of Advertising Campaigns – Brand Positioning through advertising – Unique Selling Propositions – Brand Image Creation through advertising – Types of media in advertising – Celebrity endorsements & Ethics in advertising – Pros & cons of advertising		
Unit:3	SALES PROMOTION STRATEGIES, DIRECT MARKETING & PERSONAL COMMUNICATION	
Consumer promotion: Elements – Trade promotion: Objectives & types – Exhibitions & Event Management – Creating word of mouth – Direct marketing & its integration with IMC – Personal Selling – Database marketing – Managing Big Data – Promotion through customer relations		

Unit:4	ADVERTISING CREATIVITY
Advertising copy: Meaning - Writing for print and broadcast media - Principles, and Styles - Advertising Visualization and Design - Production of Print, Broadcast and other Advertisements - Evaluation of Advertising.	
Unit:5	SALES PROMOTION ANDPUBLIC RELATIONS
Sales Promotion: Objectives, tools, planning, implementation and control - Evaluation of sales promotion - Public Relations: Objectives, tools, media and message - Evaluation of Public Relations.	
Text Book(s)	
1	James.S.Norris, Advertising , Prentice Hall India
2	Roderick White, Advertising , Tata McGraw Hill
3	Tony Dakin, Sales Promotion, Gower Press
Reference Books	
1	Bovee&Thill, Advertising Excellence, McGraw Hill International.
2	Julian Cummin, Sales Promotion, Kogan Page

Course Code	EXPORT MANAGEMENT	ELECTIVE
Pre-requisite	Basics of Export Trade	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Educate the students in solving issues related to requirements in export management 2. Understand the legal aspects of export marketing and the role of promotion councils 3. Impart the knowledge on the key functions in export process and procedures 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Know the need for export management and functions		
Understand the law related to export management		
Evaluate the methods of export pricing		
Analyse the export performance		
Apply the export procedure and create documentation		
Unit:1	INTRODUCTION TO EXPORT MANAGEMENT	
Export Management: Definition, need and nature - Features of export management - Process of export management - Functions of an export manager - Organisation structure of an export firm.		
Unit:2	LEGAL ASPECTS OF EXPORT TRADE	
International law: Private Law - Transport contracts - Payment and credit - settlement of disputes - Indian Laws: EXIM policy - Law relating to packaging - Pricing - Advertising - Distribution.		
Unit:3	EXPORT FINANCING AND EXPORT PRICING	
Export financing: Methods and sources of export finance - Terms of payment for export - Letter of credit - Institutional aid for export financing: RBI, EXIM Bank, ECGC - Commercial banks - Export pricing: Factors influencing export price - Forms of pricing - Pricing approaches - Transfer pricing - Dumping - International price quotation – INCO terms.		
Unit:4	EXPORT PERFORMANCE AND EXPORT PROMOTION	
India's export performance- Problems in export trade- Export promotion - Need - Export promotion in India: Institutional support for export promotion - Export promotion incentives – SEZ, EPZ & FTZ, 100% EOUs, Export houses, Trading houses and Star Trading houses - Project and consultancy export.		

Unit:5	EXPORT PROCEDURE AND DOCUMENTATION
Export order execution - Product preparation - Quality control and Pre-shipment inspection - Packaging - Freight forwarders - Cargo insurance - Customs clearances - Documentation Procedure and clearing export bills - Import Procedure: Import licensing - Replenishment license - Advance import license - Pass book scheme - Import of capital goods - Implications of Goods and Sales Tax (GST)	
Text Book(s)	
1	Varshney&Battacharya - International Marketing Sultan Chand& Sons
2	B.S Rathor - Export Management – Himalaya Publishing
3	S. Shivaramu - Export Marketing – Himalaya Publishing
Reference Books	
1	TAS Balagopal - Export Management – Himalaya Publishing
2	Francis Cherunilam - International Trade and Export Management, Himalaya Publishing

Course Code	CONSUMER BEHAVIOUR	ELECTIVE
Pre-requisite	Basic idea of Marketing	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Enable the students to understand the dynamic nature of Consumer Behaviour. 2. Familiarise the information needs for helping the consumer in decision- making. 3. Address the importance of core and subculture as marketing opportunities. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand the basic concepts in consumer behaviour.		
Relate the attitude, perception and personality type of individual consumers and analyse the impact of these factors on the purchase decisions.		
Analyse the factors of group influence and its impact on consumer decision making process.		
Apply the methods of consumer attitude formation that influence a particular purchase decision.		
Evaluate the culture and consumer behavioural patterns		
Unit:1	INTRODUCTION TO CONSUMER BEHAVIOUR	
Consumer Behaviour: Concepts – Dimensions of consumer Behaviour – Application of consumer behaviour knowledge in marketing decisions – Approaches to the study of consumer behaviour.		
Unit:2	PSYCHOLOGICAL INFLUENCES ON CONSUMER BEHAVIOUR	
Role of self image & personality – Personality theories & behaviour of consumer: An overview – Personal values & consumption – Modern trends in lifestyles of consumer – Memory, learning & perception: Impact on consumer behaviour – Role of motivation in consumer behaviour – Beliefs & attitudes and its impact on consumer behavior		
Unit:3	GROUP INFLUENCE ON CONSUMER BEHAVIOUR	
Reference groups & its impact on consumer behaviour – Consumer relevant groups – Factors affecting group influence – Household as a consumption unit – Family: Role of family in buying decisions – Family Life Cycle & Its impact on consumer behavior		
Unit:4	CONSUMER ATTITUDE FORMATION & CHANGE	
Linkages in Attitude Formation -Tri-component Model -Standard Learning Hierarchy - Forming attitudes -Attitude Models -Elaboration Likelihood Model -Impact on Marketing Strategies -Causality and Attribution Theory.		

Unit:5	CULTURE AND CONSUMER BEHAVIOR
Core culture and sub cultures - Role of culture in consumer buying behaviour - Profile of Indian consumers - Behavioural patterns of Indian consumers - Problems faced by Indian consumers - Consumer protection in India - Public policy and consumer behaviour.	
Text Book(s)	
1	Leon G. Schiffman, Leslie Lazar Kanuk, "Consumer Behaviour", Pearson Education, New Delhi.
2	Jay D. Lindquist, Joseph Sirgy.M, "Shopper, buyer & consumer Behaviour, Theory and Marketing Application", Biztantra Publication, New Delhi.
3	K.K.Srivastava .K.K., "Consumer Behaviour in Indian Context", Galgotia Publishing Co, New Delhi
Reference Books	
1	S.L. Gupta & Sumitra Pal, "Consumer Behaviour an Indian Perspective", Sultan Chand, New Delhi.
2	Sheth Mittal, "Consumer Behaviour A Managerial Perspective", Thomson Asia (P) Ltd., Singapore

Course Code	RURAL MARKETING	ELECTIVE
Pre-requisite	Basic concepts of Marketing	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Understand the basic concepts of rural marketing. 2. Familiarise the rural marketing decisions and develop strategies for application in business scenarios 3. Create awareness on the recent trends in rural marketing. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Apply conceptual knowledge of rural marketing with special reference to Indian context		
Understand the rural marketing decisions and formulate product and pricing strategy		
Identify the concepts of distribution decision models		
Evaluate the rural marketing research and consumer behaviour models		
Analyse about the consumer behaviour and recent trends in rural marketing		
Unit:1	INTRODUCTION TO RURAL MARKETING	
Concept, nature, scope and significance of Rural Marketing - Factors contributing to growth of rural markets - Components and classification of rural markets - Rural Market Vs Urban Market.		
Unit:2	RURAL MARKETING DECISIONS –PRODUCT & PRICE	
Segmenting, Targeting and Positioning – Product Decisions – Product and Branding Strategy - Marketing of Services – Pricing Decisions: Challenges - Pricing Strategy in Rural Market.		
Unit:3	RURAL MARKETING DECISIONS –PLACE & PROMOTION	
Distribution Decisions – Channel Behaviour – Challenges - Distribution Models – Promotion Decisions: Process, Challenges, Methods, Media mix - ICT in Rural markets		
Unit:4	RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH	
Consumer buyer behaviour model in Rural Marketing - Rural marketing research-Retail & IT models in Rural Marketing - CSR and marketing ethics in Rural Marketing - Consumer education & consumer methods in promotion of Rural Marketing.		
Unit:5	RECENT TRENDS IN RURAL MARKETING	
e-Rural Marketing-CRM & e-CRM in Rural Marketing - Advanced practices in Rural Marketing- Social Marketing- Network marketing - Green marketing in Indian and global		

context- Co-operative marketing - Micro credit marketing - Public Private Partnership model in Rural Marketing - Advancement of technology in Rural Marketing- Structure of competition in rural India.	
Text Book(s)	
1	Kashyap, P, Rural Marketing – Pearson, New Delhi.
2	Gopalaswamy, Rural Marketing, Wheeler Publishing
Reference Books	
1	Krishnamacharyalu&Lalitha, Rural Marketing, Pearson Education
2	Badi&Badi Rural Marketing – Himalaya Publishing,New Delhi

HUMAN RESOURCE

Course Code		STAFFING IN ORGANISATIONS	ELECTIVE
Pre-requisite		Basic idea of Human Resource Management	
Course Objectives:			
The main objectives of this course are to:			
1. Gain understanding on holistic model of staffing in organization			
2. Evaluate and create human resource planning in organizations			
3. Develop and apply behavioral event interviewing techniques			
Expected Course Outcomes:			
On the successful completion of the course, student will be able to:			
Understand the concepts and process of recruitment and selection			
Apply the methods of selection and recruitment to evaluate applicants fairly			
Evaluate contemporary recruitment and selection processes			
Evaluate the critical functions in selection			
Design selection process for organisations			
Unit:1	HUMAN RESOURCE PLANNING		
Strategic plan of the organisation - Human resource planning model – Demand forecasting – Internal Supply estimates - Internal Identifying gap and specific roles - Developing Job analysis, Job specification and required competencies – Managing redundancy			
Unit:2	TALENT SOURCING		
Identifying the market for talents – Creating a strategy to attract talent – Recruitment sources: Internal and external – Tapping the right talent pool – Building employer brand story- LinkedIn for sourcing - Talent sourcing software and third party agencies- Finding best candidates - Challenges in talent sourcing			
Unit:3	EMPLOYEE SELECTION		
Employee Selection Process– Selection methods: Intelligence Testing, Emotional Intelligence, Personality Testing – 16 PF, MBTI, TAT - Assessment centers – Interviews – Interviewing skills: Interviewing Etiquette, Questioning Skills - Biases in interviews - Practice: Conduct employee selection interviews			
Unit:4	EMPLOYEE ON BOARDING		
Employment contracts- Job offers – Job offer process- New employee orientation: Objectives and process - Orientation program - Socialisation and integration- Legal aspects of employment - AI and technology in selection process – Recruitment software - Hiring dilemmas			
Unit:5	PRACTICE		
Design the following for a manufacturing/ NGO/ Service organisation/ Educational Institution and prepare the document and make a presentation			
<ul style="list-style-type: none"> • Study and design a recruitment and selection process for an organisation • Design a 3 days on boarding plan for an organization 			

Text Book(s)	
1	Farr and Tippins, Handbook of Employee Selection, Routledge
2	Gareth Roberts, Recruitment And Selection, Jaico
Reference Books	
1	Wolfe, Recruiting in the Age of Googlization: When The Shift Hits Your Plan
2	Lilly M Berry, Employee Selection,Cengage learning
3	Guilford, How to Interview People: A guide to choosing the best person for the job every time

Course Code	PERFORMANCE MANAGEMENT	ELECTIVE
Pre-requisite	Basics of Human Resource Management	
Course Objectives:		
The main objectives of this course are to:		
1. Familiarize the performance management of employees in an organization		
2. Provide insights on the Performance management system implementation and development of employees.		
3. Apply the theoretical concepts in industry		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand the performance management framework		
Articulate organizational and individual goal setting process		
Evaluate the various employee appraisal methods		
Design a simple employee performance appraisal system		
Unit:1	FUNDAMENTAL CONTEXT	
Performance Management: Meaning, goals, who is involved and approaches - Performance management Vs appraisal – Significance of building a performance culture in organisation - Performance Management Cycle: Plan, review, develop and reward - Principles of performance management		
Unit:2	PERFORMANCE GOAL SETTING	
Basic concept – Performance planning and Goal-setting in the context of organisational goals - The cascading effect to individuals - Defining performance: Measures and criteria - Setting Mutual Expectations and Performance criteria		
Unit:3	PERFORMANCE REVIEWS AND DEVELOPMENT	
Periodic reviews and discussions – Critical success factors – Monitoring – E performance management systems and EPSS - Ongoing mentoring and support – Setting a platform for succeeding – Challenges		
Unit:4	ANNUAL REVIEW AND DEVELOPMENT	
Annual appraisal methods- Debate on annual reviews –Avoiding biases - Measuring team performance - Performance discussion and feedback – Personal development plan – Potential appraisal for growth – Future directions in performance management		
Unit:5	PRACTICE	
Design an employee performance appraisal system for an organisation/ NGO/ Educational Institution		

Text Book(s)	
1	Ashdown, Performance Management, A Practical Introduction, Kogn Page
2	Herman Aguinis, Performance management, Pearson India
Reference Books	
1	Armstrong, Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance, Kogan Page

Course Code	EMPLOYEE ENGAGEMENT	ELECTIVE
Pre-requisite	Basics of Human Resource Management	
Course Objectives:		
The main objectives of this course are to:		
1. Highlight the significance of employee engagement		
2. Present methods to assess the engagement levels of employees		
3. Understand various employee engagement interventions		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Describe and critique the concept of employee engagement		
Identify problems associated with both over-engagement and disengagement		
Critically evaluate the measurement of employee engagement		
Compile and critically analyze various engagement practices in organizations		
Unit:1	ENGAGING POSITIVELY	
Employee engagement: Meaning and significance for employee - Business impact – Principles of creating engaged workforce: Capacity to engage, Motivation to engage, Freedom to engage, focus of engagement - Employee behavior in Engaged setting – Employee Engagement Models		
Unit:2	ORGANIZATIONAL CULTURE INENGAGEMENT	
Organisational Culture: Trust, valuing people, fairness, learning culture - Drivers of engagement - Role of work in engagement: Role of superiors, colleagues and subordinates – Role of rewards and recognitions in engagement – Alignment of personal and organisational goals		
Unit:3	DIAGNOSTICS AND ENGAGEMENT SURVEY	
Gallop Q12 survey - Designing a customised engagement survey: Pulse surveys, – Crafting the survey instrument – Conducting survey - Survey results interpretations - Sentiment analysis – Others forms of assessments of employee engagement: Exit surveys, One-on-one meetings		
Unit:4	ACTION PLAN AND INTERVENTION	
Feedback of engagement results – Levels of engagement - Disengagement and Burnout Action Planning models – Interventions to improve engagement: Building confidence, social support, process freedom, fairness, collaborative and leadership support		
Unit:5	PRACTICE	
Research and compose various employee engagement practices of organisation.		

Text Book(s)	
1	William H. Macey, Benjamin Schneider, Karen M. Barbera, Scott A. Young Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage, Wiley
Reference Books	
1	Susan Stamm, 42 Rules of Employee Engagement

FINANCE

Course Code	FINANCIAL SERVICES	ELECTIVE
Pre-requisite	Basic understanding of Financial services	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Align the theory and concepts with industrial application 2. Create the awareness of using various software in financial services 3. Familiarise the students with the latest trends in financial services 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, principles and concepts of financial services		
Understand postulates, principles and techniques of financial services		
Apply the various tools of Accounting to resolve financial service problems		
Analyse the various issues of financial services to strengthen it		
Create interest to do research in the field of accounting		
Unit:1	MERCHANT BANKING	
Merchant Banking - Functions – Categories of merchant bankers-Modes of raising capital from domestic and foreign markets -Raising short term funds -Recent developments in the capital markets - SEBI guidelines on obligations & responsibilities of merchant bankers-Merchant banking in India - NBFCs - Types of activities of NBFCs - Regulation of NBFCs in India.		
Unit:2	HIRE PURCHASE	
Hire Purchase: Concept - Evaluation of hire purchase proposals – Leasing: Overview - Tax aspects - Lease Accounting - Types of leases – Benefits of leasing- Rights & obligations of Lessor & Lessee-Evaluation of leasing proposals.		
Unit:3	MUTUAL FUNDS	
Mutual funds – Operations – Types - Performance measure of a mutual fund - Regulation – SEBI guidelines for mutual funds		
Unit:4	OTHER FINANCIAL SERVICES	
Other financial services -Venture Capital - Bill discounting - Factoring - Credit rating - Asset securitisation –Securitisation in India – Depositories: Role of depositories in the capital market.		
Unit:5	MERGERS AND ACQUISITIONS	
Mergers and Acquisitions - SEBI code on takeovers - Business failures and reorganisations - Case Analysis, Review of relevant articles.		

Text Book(s)	
1	Dr.R.Shanmugam , Financial Services.
2	M.Y.Khan, Indian Financial Systems
Reference Books	
1	K.Sriram, Hand Book of Leasing Hire Purchase & Factoring
2	R.M.Srivastava, Indian Financial System

Course Code	EQUITY RESEARCH AND PORTFOLIO MANAGEMENT	ELECTIVE
Pre-requisite	Basic understanding of concepts of capital Market	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Align the theory and concepts with Industrial application 2. Help the students understand the modes of selecting investment opportunities 3. Analyse the securities for investment and to construct and evaluate portfolios 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, principles, concepts		
Understand postulates, principles and techniques of Portfolio Management		
Apply the various tools for Security Analysis		
Analyse the various issues of capital market to resolve business problems		
Create interest to do research in the field of Portfolio Management		
Unit:1	INVESTMENT SETTING	
Investment setting - Securities - Securities Market - Sources of investment information - Security market indicators - Security Contract regulation Act.		
Unit:2	VALUATION OF SECURITY	
Valuation of Securities: Equity - Preference shares - Debt instruments - Hybrid securities - Derivatives - Asset pricing theories - CAPM - APT - Portfolio theory - Option pricing theory.		
Unit:3	FUNDAMENTAL ANALYSIS	
Economic Analysis - Economic forecasting and stock Investment Decisions - Forecasting techniques - Industry Analysis - Industry classifications - Economy and Industry analysis - Industry lifecycle - Evaluating Industry relevant factors - External industry information sources.		
Unit:4	TECHNICAL ANALYSIS	
Company Analysis: Measuring Earnings - Forecasting Earnings - Applied valuation techniques - Graham and Dodds investor ratios value investing. Technical Analysis: Fundamental Analysis Vs Technical Analysis - Charting methods – MarketIndicators - Trend - Trend reversals - Patterns - Moving Average - Exponential moving Average - Oscillators - ROC - Momentum - MACD - RSI –Stochastics		
Unit:5	PORTFOILO MANAGEMENT	
Portfolio - Construction - Diagnostics Management - Performance Evaluation - Portfolio revision - Case Analysis - Review of relevant articles.		

Text Book(s)	
1	Brown- Investment Management and Portfolio Analysis
2	Gitman -Fundamentals of Investing , Cengage
Reference Books	
1	Graham and Dodd -Security Analysis –Valore Books
2	Clark Francis -Management of Investments –McGraw Hill

Course Code	DERIVATIVES MANAGEMENT	ELECTIVE
Pre-requisite	Basic understanding of capital markets and derivatives	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To comprehend the notion of derivatives and study the derivatives market 2. To align the theory and concepts with Industrial application 3. To help the students understand the modes of selecting investment opportunities 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, principles and concepts of Derivatives		
Understand postulates, principles and techniques of Derivatives		
Apply the various tools of Accounting software to Derivative Investment		
Analyse the various issues of Derivatives to resolve business problems		
Create interest to do research in the field of Derivatives		
Unit:1	DERIVATIVE MARKET	
Derivatives - Common derivative products-Functions performed by derivatives market - Risks associated with derivatives- History of derivatives in India-Forward contract-Limitation of forward contract – Pricing of forward contract		
Unit:2	FUTURE AND FORWARD CONTRACTS	
Futures- Future contract specifications- Market participants in a futures contract- Hedging using futures contract-Valuation of futures contract - Difference between forward & future contract-Futures strategies- Types of futures- Individual stocks-Stock indices-Foreign Exchange futures-Commodity futures-Interest rate futures - Utility of futures market		
Unit:3	OPTIONS	
Options: Characteristics – Specifications-Option pricing-Binomial model- Black Scholes model-Option trading strategies-Bullish strategies- Bearish strategies -Strategies for volatile situations-Exotic options- Futures Vs Call options		
Unit:4	SWAPS	
Warrants: Features- Gearing effect- Valuing warrants - warrants Vs options – Swaps – Features-Mechanism of interest rate swaps- Valuation of interest rate swaps-Currency swaps - Gain from swaps - Rate anticipators		
Unit:5	DERIVATIVE MECHANISM	
Derivatives- Trading mechanism-Types of orders-Clearing & settlement of orders - Regulation of derivative market-Recent developments in Capital market.		

Text Book(s)	
1	John C. Hull, Futures & options and other derivatives , Pearson
2	ND Vohra& BR Bagri -Futures & options, Tata Ma Graw
Reference Books	
1	A.N. Sridhar, Futures & options, Shroff Publishers & Distributors Pvt. Limited,
2	S.N.Maheswari, Management Accounting, Vikas Publishing

Course Code	BANKING REGULATIONS AND SERVICES	ELECTIVE
Pre-requisite	Basic understanding of Banking concepts	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To provide an overview of the regulatory framework and the structure of Banking system 2. To familiarise the students with the various services provided by banks. 3. To align the financial theory and concepts with Industrial application 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions and concepts of Banking		
Understand postulates, principles and regulations of Banking		
Analyse the various issues in banking sectors		
Apply the banking services to resolve business problems		
Create interest to do research in the field of banking		
Unit:1	BANKING SERVICES	
Banking services- Fund based business-Deposit Products – CASA and Term Deposits – Different types of Commercial Loans, Retail Loans and Wholesale Loans – Trade finance – Overdraft Facilities – Primary and Collateral Securities – Modes of creating charges on securities – Hypothecation, Pledge, Mortgage, Lien and Assignment-Non fund based business – Bank guarantee and Letter of Credit		
Unit:2	BANKING TECHNOLOGY	
Role of IT- Banking technology – Electronic banking – Core Banking, Mobile Banking, Online Banking – Remittance Facilities and Clearing system: National Electronic Fund Transfer (NEFT), RTGS, ECS, SWIFT, MICR – ATMs, Credit / Debit / Smart Cards – Technology Initiatives of RBI/IDRBT –Electronic Benefit Transfers.		
Unit:3	INDIAN BANKING SYSTEM	
Structural framework- Indian Banking System: An overview – Banking Structure – Different types of banking – Investment Banking and Commercial Banking – Central Bank – Need and establishment – Organisation and Administration of RBI – Functions of RBI – State Level Banking Committees (SLBCs) – Banking Ombudsman.		
Unit:4	BANKING REGULATORY FRAMEWORK	
Regulatory framework-Banking Regulations Act – RBI Act – Credit control measures and Monetary policy of RBI: CRR, SLR, REPO rates - Reverse REPO rates and Base Lending Rate – Bank Capital:Tier I & Tier II – Base1 III and Capital Adequacy norms (CAR AND CRAR) – Liquidity Adjustment Facility (LAF) – IBA – Payment and Settlement System Act.		

Unit:5	MARKETING OF BANKING SERVICES
Marketing of banking services- Marketing Strategies: Segmentation, Marketing Mix for Banking Services – Product and Services - Innovation – Cost effective pricing, One stop shop, Cross selling of products, value added services, Marketing Information System – Importance of Finance Planning – Identification of Investment needs for retail investors – Studying Investment Behaviour - Household Vs Institutional Investors.	
Text Book(s)	
1	Tannan M.L,Tannan,,s Banking Law and Practice in India, Jain Book.
2	Sundharam K.P.M, Modern Banking, Sultan Chand & Co.
Reference Books	
1	Muraleedharan. D, Modern Banking, PHI.
2	IyengarVijayaragavan ,Introduction to Banking, Excel Books.

SYSTEMS

Course Code	ELECTRONIC COMMERCE	ELECTIVE
Pre-requisite	Basic knowledge of Business Management and networks	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Understand the various networks and web-based business 2. Comprehend the various electronic payment systems 3. Recognise the various ethical and privacy issues involved in information security 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Describe the basic concepts related to E-Commerce		
Explain in detail the various network and www architecture in E-Commerce		
Launching an e-business on the internet		
Analysing the various electronic payment system and electronic payments media for a suitable E-Commerce for an organisation		
Evaluating the various e-security measures for a secured electronic commerce system		
Create a virtual electronic commerce system for an organisation		
Unit:1	INTRODUCTION TO TELECOMMUNICATION NETWORKS AND E-COMMERCE	
Telecommunication Networks: Introduction - LAN – WAN - Internet - Electronic Commerce - Brief history of electronic Commerce - Advantages and Limitations of electronic commerce - Types of electronic commerce - Integrating electronic commerce- Key questions for management		
Unit:2	INTERNET AND WORLD WIDE WEB	
The Internet and the World Wide Web: The Internet today - History of the web - Unique benefits of the Internet - Internet architecture - World Wide Web - Concepts and technology - Creating web pages – Launching a business on the Internet.		
Unit:3	ELECTRONIC PAYMENT SYSTEMS	
Electronic payment systems: Overview of the electronic payment technology - Requirements for internet based payments - Electronic payment media - Electronic commerce and banking.		
Unit:4	E-SECURITY	
E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.		
Unit:5	WEB BASED BUSINESS	
Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.		

Text Book(s)	
1	Kamlesh K Bajaj, Debjani Nag, "E-Commerce (The Cutting Edge of Business) – Tata McGraw Hill Publishing Company Limited
2	Elias. M. Awad, " Electronic Commerce", Prentice - Hall of India Pvt Ltd
Reference Books	
1	Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce- A Manager's guide", Addison –Wesley
2	Efraim Turban, Jae Lee, David King, H. Michael Chung, —Electronic Commerce – A Managerial Perspective", Addison – Wesley
3	Elias M Awad, Electronic Commerce from Vision to Fulfilment, PHI
4	Judy Strauss, Adel El-Ansary, Raymond Frost, —E-Marketing, Pearson Education

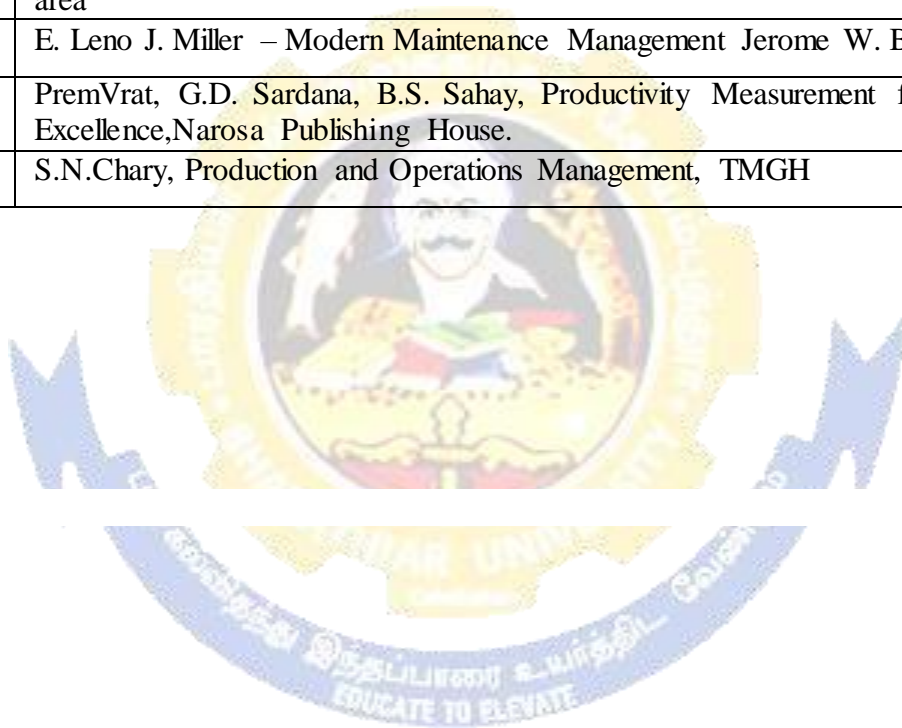
Course Code	SYSTEM ANALYSIS AND DESIGN	ELECTIVE
Pre-requisite	Basic understanding of computers	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To align the system analysis and design with industrial application 2. To create the awareness on using various software in business 3. To familiarise the students on the latest trends in system analysis and design 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, techniques and methods of system analysis and design		
Apply the various software systems to resolve business problems		
Analyse the various issues of system design to strengthen it		
Create interest to do research in the field of system analysis and design		
Unit:1	SYSTEM CONCEPTS & INFORMATION SYSTEM ENVIRONMENT	
System Concepts & Information System Environment: System concepts - Definition, characteristics of a system - Elements of a system - Types of Systems - Introduction to System Analysis and Design: System Analysis, System Design, System Development Life Cycle.		
Unit:2	INFORMATION SYSTEM ANALYSIS	
The Information System Analysis: Introduction - Where does the system analysis come from? - What does it do? - Preparing for Career as a System Analyst - General Business Knowledge - Technical skills - Communication skills - Role of System Analyst - Change Agent - Investigator and Monitor - Psychologist, Sales Person, Motivator, Politician, and Place of the System analyst position in the MIS organisation.		
Unit:3	APPROACHES OF SYSTEM ANALYSIS	
System Analysis: Problems of System Development - Life Cycle approach - Need for a Structured approach - Information Gathering - A problem solving approach - Data Flow Diagrams, Data modeling with logical entity relationship - Process modeling with logical data flow diagram, Data dictionary, Decision Tree, Decision tables and Structured English.		
Unit:4	PROCESS OF SYSTEM DESIGN s	
System Design: Introduction - The Process of Logical & Physical design - Modern Computer Databases - Different kinds of databases - E-R models - E-R diagrams - Normalization - Computer outputs and controls - Computer inputs and controls, Code design, Computer based methods, Procedures and controls.		

Unit:5	SYSTEM IMPLEMENTATION
System Implementation : System testing Conversion Computing resistance to change Post Implementation review - Software maintenance - Hardware/Software Selection - Security disaster/ recovery and ethics in System development.	
Text Book(s)	
1	Elias M.Awad, System Analysis and Design, Abe Books
2	Jerry L.Whitten, Lonnie D.Bently& Victor M, System Analysis and Design, Abe Books
Reference Books	
1	Robert J Thierauf, System Analysis and Design - A case study approach , Merrill Pub.co.
2	Henry F.Korth, Abraham Silberchatz&Sudharsan, Data base System Concepts, McGrawHill

PRODUCTION

Course Code	ADVANCED PRODUCTION MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of Production Management	
Course Objectives:		
The main objectives of this course are: 1. To elucidate impact of technology on production. 2. To impart learners with knowledge on systems and procedures of production system. 3. To enable students learn human aspects and financial planning of Production Management System.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand and analyse the issues related to the economic and social environment		
Apply and evaluate the systems and procedures of Production Management		
Understand and analyse scheduling and maintenance system		
Evaluate the quantitative models for Production Planning and Control with supportive tools		
Create an effective productive system with human aspect and financial planning		
Unit:1	IMPACT OF TECHNOLOGY ON PRODUCTION	
Impact of Technology on Production; Economic and Social Issues – Automation – Operation strategy and competitiveness – Economy studies for Investment and replacement in Production Management		
Unit:2	SYSTEMS AND PROCEDURES	
Design of the systems and procedures: Product Decision and Process Selection – Design of facilities.		
Unit:3	PPC,INVENTORY SYSTEM AND MAINTENANCE SYSTEM	
Design of Production, planning and control system – Design of scheduling system – Design of inventory system – Design of maintenance system.		
Unit:4	APPLICATION OF QUANTITATIVE MODELS AND PPC	
Productivity Techniques – Application of quantitative models for production planning and control – Process charts, network analysis.		
Unit:5	HUMAN ASPECTS,FINANCIAL PLANNING OF PPC	
Human aspects of production management – Methods of improving business process reengineering synchronous manufacturing – Production planning and financial planning.		

Text Book(s)	
1	Chase and O., Aqulano, Production and Operations Management
2	Powell Niland, Production Planning, Scheduling and Inventory control
3	S.C. Agarwal, Maintenance Management
Reference Books	
1	Floyd C. Mann and L. Richard, Automation and the worker Heffman
2	J.D. Radford and D.B. Richardson Oriver W. Wight, The Management of Production and Inventory Management in Computer area
3	E. Leno J. Miller – Modern Maintenance Management Jerome W. Blood (ed)
4	PremVrat, G.D. Sardana, B.S. Sahay, Productivity Measurement for Business Excellence, Narosa Publishing House.
5	S.N.Chary, Production and Operations Management, TMGH



Course Code	INTEGRATED MATERIALS MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of production management	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Acquaint the student with various objectives and functions of materials management and related decision making. 2. Recognise significance of materials and inventory planning and control. 3. Gain knowledge on practical issues and procedures related to purchasing, warehousing and transporting of materials. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Perceive the basic concepts of Integrated Materials Management.		
Apply various tools and techniques related to maintenance of Stock levels and Inventory audit.		
Evaluate and apply the decisions related to make or buy Import purchase procedures and purchase performance.		
Analyse stores location and warehousing system in a manufacturing oriented organization.		
Identify and evaluate practical problems related to stores performance and transportation and create effective system.		
Unit:1	INTRODUCTION TO INTEGRATED MATERIALS MANAGEMENT	
Introduction and Basic Concepts-Concept and significance of Integrated Materials Management - Materials codification and computerization		
Unit:2	INVENTORY PLANNING AND CONTROL,MRP AND INVENTORY AUDIT	
Materials Planning and Control-Inventory Planning and Control Models – Theory and Practice ABC, VED and other classifications EOQ – Reorder point – Lead Time Analysis – Safety – Stocks – Q System – P System – S System - Materials Requirement Planning (MRP) - Problems in Indian Conditions - Inventory Audit and Information Systems.		
Unit:3	PURCHASE SYSTEM	
Purchasing- Fundamentals – Make or Buy – Source Selection – Vendor Rating – Value Analysis - Purchase Negotiations – Purchase Timing – Purchase Contracts – Purchase Insurance - Purchasing Capital Goods, Seasonal Goods, Imported Goods - Deferred Payment Schemes – Lending Institutions – Leasing Trends. Governmental buying – D.G.S.&D – Evaluation of Purchase Performance.		
Unit:4	WAREHOUSING AND STORES ACCOUNTING	
Warehousing and Stores - Location and layout of warehouses and stores – Different typical models - Stores procedures and records for receipt, inspection, issue, reorder checking – Kardex Stores Accounting.		

Unit:5	ISSUES OF STORES PERFORMANCE ANDTRANSPORTATION MANAGEMENT
Practical problems in management of Dead Stocks, Surplus stocks and scraps – Evaluation of Stores Performance - Materials handling and Transportation Management– Cases	
Text Book(s)	
1	P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill Publishing Company Ltd.
2	A. K. Datta, Integrated Materials Management A Functional Approach – Prentice Hall of India P. Ltd.
Reference Books	
1	M.S. Sandilya and P. Gopalakrishnan – Inventory Management: Text and Cases – Macmillan Indian Ltd.
2	M.D. Patel, A. Chunawalla and D.R. Patel –Integrated Materials Management (Concepts & Cases) – Himalaya Publishing House
3	Kay, F. “Purchasing for Inventory and Public Undertakings, Sir Issa Pitman and Sons Limited, London.
4	Patel, M.D. Chunawala, S.A. and Patel, D.R. “Integrated Materials Management” Himalaya Publishing House, Bombay
5	Peterson, R. and Silver, E.A. “Decisions Systems for Inventory Management and Production Planning” John Wiley and Sons, New York

HEALTH CARE

Course Code	HOSPITAL OPERATIONS MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of hospital administration	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Transmit knowledge on the concepts of patient care services and front office services in hospitals. 2. Acquire knowledge on lab services, ward management and quality models in hospitals. 3. Develop strategic system and services related to health care sector 		
EXPECTED COURSE OUTCOMES		
On the successful completion of the course, student will be able to:		
Recognise various concepts related to patient care services in hospital		
Have knowledge of services like lab, intensive care unit, blood bank services and ward management		
Implement quality control system in hospital		
Evaluate nutrition and dietary services, pharmacy services, medical records services, transportation services, etc.		
Constitute the maintenance of civil assets, communication system and disaster management, etc.,		
Unit:1	INTRODUCTION TO HEALTH CARE SERVICES IN HOSPITALS	
Meaning and scope of patient care services – Significance of patient care – Role of administration - In-patient care – Classification of hospitals - Front office services – Outpatient services – inpatient services – Accident and Emergency services – Billing services		
Unit:2	TYPES OF SERVICES IN HOSPITALS	
Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine Operation theatre – Intensive care units – Hospital acquired infections – Sterilisation – Nursing services – Ward management		
Unit:3	TQM IN HOSPITALS	
Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual		
Unit:4	NUTRITION, PHARMACY AND OTHER SERVICES IN HOSPITALS	
Nutrition and dietary services – Pharmacy services – Medical records services - Laundry services – Housekeeping services – Energy conservation methods- Cost containment measures in a hospital - Transportation services – Mortuary services – Hospital security services		

Unit:5	MAINTENANCE, COMMUNICATIONS SYSTEM AND DISASTER MANAGEMENT
Facilities Engineering – Maintenance of civil assets- Electrical supply and water supply – Medical gas pipeline – Plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in a modern hospital - Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards	
Text Book(s)	
1	S.Srinivasan, Management Process in Health care, McGraw Hill
2	C.M.Francis, Mario C de Souza Hospital Administration, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi
Reference Books	
1	B.M.Sakharkar Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers (P) Ltd., New Delhi.
2	PragnaPai, Effective Hospital Management, The National Book Depot, Mumbai.
3	Chandra Ballabh, Healthcare Services in Hospital, Alfa Publications,
4	Dr.A.G.Chandorkar, Hospital Administration and Planning, Paras Medical Publisher, Hyderabad.

Course Code	HOSPITAL ARCHITECTURE PLANNING & DESIGN	ELECTIVE
Pre-requisite	Basic knowledge of hospital administration	
Course Objectives:		
The main objectives of this course are to:		
1. Acquaint the students with hospitals, its facility, design and operations.		
2. Acquire knowledge about Project concepts, Project plan, project formulation and its implementation.		
3. Implement and evaluate the project plan		
EXPECTED COURSE OUTCOMES		
On the successful completion of the course, student will be able to:		
Recognise various concepts related to planning and design of hospital		
Have knowledge of tools and techniques for project management		
Implement project scheduling		
Evaluate and organise the human resources in project execution		
Constitute the project work system		
Unit: 1	PLANNING AND DESIGN OF HOSPITAL	
Concept of hospitals – Planning and design of hospital (Building and physical layout) – Space required for separate function – Different types of hospitals – Problems and constraints in different type of hospitals – History of hospital development- Department and organization structure of different types of hospitals - Vertical & Horizontal – Clinical & Non clinical – Supportive & ancillary service departments		
Unit: 2	CONCEPT OF PROJECT MANAGEMENT	
Concept of project management – Concept of project – Categories of projects – Projects life cycle phases – Project management concepts – Tools and techniques for project management.		
Unit: 3	PROJECT FORMULATION	
Project formulation – Stages – Bottlenecks – Feasibility report – Financing arrangements – Finalisation of projects – Implementation of schedule.		
Unit: 4	HUMAN RESOURCES IN PROJECT MANAGEMENT	
Organising human resources and contracting – Project manager – Project manager,s authority - Roles and responsibilities of project manager - Project organisation – Accountability in project execution – Contracts and tendering - Selection of contractors – Team building		

Unit: 5	PROJECT SYSTEM AND PROCEDURES
<p>Organising system and procedures – Working of system – Design of system – Project work system design – Work break down structure – Project execution plan – Project procedure - Manual project control system – Planning scheduling and monitoring – Monitoring contracts and project diary - Project implementation stages direction – Communication in a project – Coordination guidelines for effective implementation reporting in project management – Project evaluation and its objectives types and methods.</p>	
Text Books	
1	Sid Adelman, Larissa T. Moss, Data Warehouse Project Management
2	G.D.Kuders, Hospital facilities planning and Design
Reference Books	
1	Ralph Kimball, The Data Warehouse Lifecycle Toolkit
2	Henry Alder, How to evaluate equipment and service contract
3	Amin Jalali, The Data Warehouse Lab: A step-by-step guide using SSIS and SSAS,
4	Laura Reeves, Data Warehouse for Project Managers
5	Steve Williams and Nancy Williams, The Profit Impact of Business Intelligence

ENTREPRENEURSHIP

Course Code	ENTREPRENEUR DEVELOPMENT	ELECTIVE
Pre-requisite	Basic concepts of Business	
Course Objectives:		
The main objectives of this course are: <ol style="list-style-type: none"> 1. To enable the students to develop entrepreneurial motivation 2. To develop entrepreneurial competency 3. To settle issues related to starting small business 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Identify management essentials such as developing budget, critical paths work breakdown etc		
Identify the key elements of a conference and the process involved in venue selection, registration, catering etc.		
Entrepreneurship and innovation minors will be able to sell themselves and their ideas		
Unit:1	INTRODUCTION TO ENTREPRENEURSHIP	
Entrepreneur: Meaning, importance, qualities, nature, types, traits and culture - Similarities and differences between entrepreneur and intrapreneur - Entrepreneurship and economic development - Its importance - Role of entrepreneurship - Entrepreneurial environment.		
Unit:2	EVOLUTION OF ENTREPRENEUR	
Evolution of entrepreneurs - Entrepreneurial promotion: Training and development - Motivation: Factors - Mobility of entrepreneurs - Entrepreneurial change - Occupational mobility - Factors in mobility - Role of consultancy organisations in promoting entrepreneurs - Forms of business for entrepreneurs.		
Unit:3	PROJECT MANAGEMENT	
Project management: Sources of business idea - Project classifications - Identifications - Formulation and design - Feasibility analysis - Preparation of Project Report and presentation - Financial analysis - Concept and scope - Project cost estimate - Operating revenue estimate - Ratio analysis - Investment process - B E analysis - Profit analysis - Social cost benefit analysis - Project Appraisal methods - Project Report preparation.		
Unit:4	PROJECT FINANCE	
Project finance: Sources of finance - Institutional finance - Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT, Commercial Bank - Appraisal of bank for loans - Institutional aids for entrepreneurship development - Role of DICS, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau - Approaching Institutions for assistance.		
Unit:5	SETTING SMALL SCALE INDUSTRIES	
Setting small scale industries - Location of enterprise - Steps in setting SSI unit - Problems of entrepreneurs - Sickness in small industries - Reasons and remedies - Incentives and subsidies- Evaluating entrepreneurial performance - Rural entrepreneurship - Women entrepreneurship		

Text Book(s)	
1	Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House
2	N.P.Srinivasan& G.P. Gupta, Entrepreneurial Development,Sultanchand& Sons.
Reference Books	
1	P.Saravanelu, Entrepreneurship Development,Eskapee publications
2	S.S.Khanka, Entrepreneurial Development, S.Chand & Company Ltd.

GENERAL

Course Code	HOSPITALITY MANAGEMENT	ELECTIVE
Pre-requisite	Basic understanding of Management concepts	
Course Objectives:		
The main objectives of this course are: 1. To understand the management functions of tourism. 2. To identify emerging overseas markets for tourism and hospitality management. 3. To initiate the students into the hospitality sector and make them realise its importance.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Utilise interpersonal skills to lead/manage first level employees in a hospitality setting.		
Perform cost calculations and apply them to decision making situations.		
Evaluate food safety and sanitation to maintain a safe and sanitary work environment		
Complete and evaluate the data generated from a hotel night audit.		
Develop a professional marketing brochure for a lodging operation.		
Unit:1	INTRODUCTION TO HOSPITALITY	
Introduction – Concepts - Scope of the Hospitality Industry – Service and Product of Hospitality – Careers in Hospitality Industry		
Unit:2	RELATIONSHIP OF HOSPITALITY TO TRAVEL AND TOURISM	
Relationship of Hospitality to Travel & Tourism – Marketing & Promotion of Hospitality – and Tourism – The Impact of Hospitality Service in Travel & Tourism – Global Issues of Hospitality.		
Unit:3	LODGING	
Lodging – Dynamics of the Lodging Industry – Classification of Lodging properties – Marketing of Lodging services – Hotel management operation – Administrative Department – Service Department		
Unit:4	FOOD AND BEVERAGE SERVICES	
Food and Beverage Services – Forms of services – Types of Restaurant and ownership – Historical overview of cooking as the culinary Art – Menu planning and Development – Trends in Beverage consumption – Non Alcoholic and Alcoholic Beverages.		
Unit:5	SPECIALISED SEGMENTS OF HOSPITALITY INDUSTRY	
Specialised segments of Hospitality Industry – Meeting, conventions of expositions – Reasons for growth of specialised Hospitality segments – Hospitality functions & Long term Residential Health care – Managing leisure segment of Hospitality industry.		

Text Book(s)	
1	John R. Walker, Introduction of Hospitality Management Pearson Education Inc , New Delhi
Reference Books	
1	Kye-sung (Kaye) Chon, Raymond T. Sparrowe, Welcome to Hospitality – an introduction, Cengage learning India (pvt) Ltd, New Delhi

Course Code	BIG DATA ANALYTICS		Elective
Pre-requisite	Basic understanding of Industry and computer knowledge		
Course Objectives:			
The main objectives of this course are to:			
<ol style="list-style-type: none"> 1. Align the theory and concepts with Industrial application of computers 2. Know about the importance of Big Data in the real world. 3. Learn the applications of Big Data in business. 			
Expected Course Outcomes:			
On the successful completion of the course, student will be able to:			
Classify the data and outline the Data mining , Data warehousing			
Distinguish the Data science and other disciplines			
Summarise the characteristics of Big Data and technology process			
Assess the applications of Big Data			
Analyse the uses of Big Data in Healthcare industry			
Unit:1	INTRODUCTION TO DATA		
Introduction – Data – Information – Data Terminologies – Database – Data Mining – Data Warehouse – Data Evolution Roadmap – Big Data – Definition – Types of Data - Numeric– Categorical – Graphical – High Dimensional Data — Data Classification – Hot Data – Cold Data – Warm Data – Thick Data – Thin Data - Classification of Digital Data: Structured, Semi-Structured and Un-Structured- Data Sources - Time Series – Transactional Data – Biological Data – Spatial Data – Social Network Data.			
Unit:2	DATA SCIENCE		
Data Science-A Discipline–Data Science Vs Statistics, Data Science Vs Mathematics, Data Science Vs Programming Language, Data Science Vs Database, Data Science Vs Machine Learning. Data Analytics - – Relation: Data Science, Analytics, Big Data Analytics - Data Science Components: Data Engineering, Data Analytics-Methods and Algorithm, Data Visualization.			
Unit:3	BIG DATA		
Digital Data-an Imprint: Evolution of Big Data–What is Big Data–Sources of Big Data. Characteristics of Big Data 6Vs – Big Data Myths - Data Discovery-5 Traditional Approach, Big Data Technology: Big Data Technology Process – Big Data Exploration - Data Augmentation – Operational Analysis – 360 Views of Customers – Security and Intelligence.			
Unit:4	APPLICATIONS OF BIG DATA		
Big Data Technology Potentials – AI – Machine Learning – Cloud Computing – Mobile Communication – IoT – Big Data in Industry 4.0- Big Data Platforms – HADOOP – SPARK – No SQL Databases - Types - Big Data Challenges.			
Unit:5	BIG DATA USE, CASES		
Big Data - Roles of Data Scientist, Data Architect, Data Analyst–Skills – Case Study : Big Data – Customer Insights – Behavioural Analysis – Big Data Industry Applications -			

Marketing – Retails – Insurance – Risk and Security – Health care.	
Text Book(s)	
1	V. Bhuvaneswari, T. Devi. Big Data Analytics, Scitech Publisher
2	Han Hu, Yonggang Wen, Tat-Seng, Chua, XuelongLi, “Toward Scalable Systems for Big Data Analytics: A Technology Tutorial”, IEEE
Reference Books	
1	VenkatAnkam. 2016. Big Data Analytics, Packt Publishing Limited

SHIPPING AND LOGISTICS

Course Code	LOGISTICS MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of Distribution	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Understand basic components of Logistics 2. Learn application of ICT in Logistics Management 3. Provide an overview of International Logistics 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Know basic concepts of Logistics Management		
Understand the importance of Logistics in Business		
Apply ICT in Logistics Management		
Unit:1	INTRODUCTION TO LOGISTICS MANAGEMENT	
Introduction to Logistics Management- Definition, scope, functions, objectives - Integrated Logistics Management - Role of logistics in the supply chain - Logistics & customer service - Role of logistics in competitive strategy - Logistics organization & Performance measurement - ERP – SAP – ORACLE		
Unit:2	INVENTORY MANAGEMENT AND PACKAGING	
Meaning and Classification of inventory - Inventory planning - Inventory costs – Warehousing: Nature & importance - Warehousing functions - Warehouse layout & design - Types of warehouses - Material handling: Objectives, Guidelines & principles - Selection of material handling equipments - Material handling efficiency - Packaging- Role of packaging - Packaging materials - Consumer & Industrial packaging		
Unit:3	TRANSPORTATION AND CONTAINERISATION	
Transportation - Role of transportation in logistics - Transportation selection decision - Basic modes of transportation : Rail, Road, Water, Air, Pipeline - Characteristics of different modes - Transport economics - Inter modal operations –Containerization: Concept and benefits - Types Containers - Role of intermediaries:Shipping agents, brokers - Freight management - Route planning - Role of ports, ICDs, CONCOR		
Unit:4	INTERNATIONAL LOGISTICS	
International logistics: Definition and significance - International Trade and Historical development of Logistics - Components of international logistics - Economic importance of International Logistics – Operational and strategic issues in Global Logistics		
Unit:5	APPLICATION OF IT IN LOGISTICS	
Reverse logistics –Meaning, Scope and Design - e-logistics - Logistics Management Information System (LIMS) – Features - Application of IT in logistics - Automatic identification technologies - Bar coding and RFID - Logistics outsourcing- 3PL & 4PL		

Text Book(s)	
1	Ailawadi C Sathish&Rakesh Singh,Logistics Management, Prentice Hall of India.
2	Pierre David,International Logistics, CiceroBooks
Reference Books	
1	Agarwal D K, Textbook of Logistics & Supply Chain Management, Macmillan India Ltd
2	BowersonDonald J, Logistical Management, The Integrated Supply Chain Process, Tata McGraw Hill
3	Ganapathi and Nandi, Logistics Management, Oxford University Press

Course Code	EXPORT IMPORT TRADE AND DOCUMENTATION	ELECTIVE
Pre-requisite	Basic knowledge of Export Trade	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Expose the students to major documents and procedures involved in Export-Import Trade 2. Learn concepts related to EXIM financing 3. Provide a brief overview on EXIM Policy of India 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Identify various documents used in International Trade		
Understand the importance of EXIM Financing		
Comprehend the features of Foreign Trade Policy		
Unit:1	INTRODUCTION TO EXPORT DOCUMENTATION	
Need for documentation in International Trade – Classification of documents: Commercial and Regulatory – Standardization of documents: Aligned Documentation System (ADS) – Master Document I & II - Merits of ADS – Generation of export enquiries – Offer to buyers and preparation of Proforma Invoice – Issue of L/C by importer – Meaning of L/C – Parties to L/C – Types of L/C		
Unit:2	COMMERCIAL DOCUMENTS	
Uses of commercial documents - Major commercial Documents: Commercial invoice: Types – Packing list – Pre-shipment inspection and Certificate of Inspection – Bill of Lading: Types – AWB – Certificate of origin – Mates receipt – Shipment advice		
Unit:3	REGULATORY DOCUMENTS	
Significance of Regulatory documents - Exchange declaration form (GR form): Types and their application – Central Excise clearance form (ARE) – Shipping Bill/Bill of Export – Procedure for customs clearance using Shipping Bill – Electronic Processing of Export Documents: EDI- ICES: Advantages - Import procedure - Documents used for imports: Bill of Entry – Import licenses		
Unit:4	EXIM FINANCE	
Need and importance of EXIM finance – Pre and Post shipment finance – Role of Commercial banks in EXIM financing – Export costing – Export pricing: Forms – Factors influencing export pricing – International Price Quotations (INCO terms) – Meaning of Forex – Exchange rates and major currencies		
Unit:5	FOREIGN TRADE POLICY OF INDIA	
Introduction – Foreign trade policy of India–Major provisions – Evaluation of current policy – Export incentives: 100% EOU's - SEZ – Recognition of Export units - DDS procedure - Implications of GST		

Text Book(s)	
1	C Ramagopal, Export Import Procedures- Documentation and Logistics, New Age Publishes
2	Jain Khushpat. S, Export Import Documentation and Procedure, Himalaya Publishing House
Reference Books	
1	M K Venugopalan, A Handbook on Export Import Trade and Documentation, Sara Book Publication
2	Justin Paul & Rajiv Aserkar, Export Import Management, Oxford
3	P K Khurana, Export Management, Galgotia Publishing



**Fourth
Semester**

SEMESTER IV: CORE SUBJECT

Course Code	STRATEGIC MANAGEMNT: INDIAN GLOBAL CONTEXT	CORE
Pre-requisite	Basic knowledge of Business management	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Comprehend the basic ideas of strategic planning 2. Learn to carry out environmental analysis 3. Learn to apply strategy to achieve business objectives 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
1	Identify elements of strategic planning	
2	Understand the tools of strategy formulation	
3	Learn the application of strategic planning in Indian and global contexts	
Unit:1	INTRODUCTION TO STRATEGIC PLANNING	
Corporate Strategic Planning – Mission and Vision of a firm - Development, maintenance and the role of leader - Hierarchal levels of planning - Strategic planning process - Strategic management practice in India - Competitive advantage of nations and its implication on Indian business.		
Unit:2	ENVIRONMENTAL ANALYSIS	
Environment Analysis & Internal Analysis: General environment scanning - Competitive & environment analysis - Identify opportunities & threats - Assessing internal environment through functional approach and value chain - Identifying critical success factors - Identify the strengths & weaknesses - SWOT audit – Core competence - Stockholders' expectations, Scenario-planning - Industry analysis.		
Unit:3	STRATEGY FORMULATION	
Strategy Formulation - Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification - Limits - Means and forms - Strategic management for small organisations, non-profit organisations and large multi product and multiple market organisations.		
Unit:4	TOOLS OF STRATEGY	
Tools of Strategy: Planning and evaluation: Competitive cost dynamics - Experience curve - BCG approach - Cash flow implication -IA-BS matrix - A.D. Little's Life-cycle approach to strategic planning - Business portfolio balancing -Assessment of economic contribution of strategy - Strategic funds programming.		
Unit:5	STRATEGY IMPLICATION AND CONTROL	
Strategy implication & Control: Various approaches to implementation of strategy - Matching organisation structure with strategy - 7S model - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced score card - M. Porter's approach for Globalisation - Future of Strategic Management		

Text Book(s)	
1	Pearce & Robinson, Strategic Management, McGraw Hill
2	R. Srinivasan, Strategic Management, Prentice Hall of India, New Delhi
Reference Books	
1	C. Hax and NS Majifu, Strategic Management: An Integrated Perspective, Prentice Hall
2	Michael Porter, Competitive Advantage of Nations, Simon and Schuster

SEMESTER IV: ELECTIVE SUBJECTS
MARKETING

Course Code	SERVICES MARKETING	ELECTIVE
Pre-requisite	Basic knowledge of Marketing concepts	
Course Objectives:		
The main objectives of this course are to:		
1. Comprehend the special characteristics of marketing of services		
2. Learn industry specific service marketing practices		
3. Understand the application of marketing mix in services sector		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Familiarise with the special features of services sector		
Understand the uniqueness in marketing mix decisions for services		
Learn industry specific marketing perspectives		
Unit:1	NATURE OF SERVICES MARKETING	
Services: Definition – Services Vs Goods - Services Marketing: Meaning - Nature of services – Types of services - Importance of service marketing - Relationship marketing - Mission, strategy - Elements of design - Marketing plan - Market segmentation in service sector		
Unit:2	MARKETING MIX FOR SERVICES	
Marketing mix decisions:- Unique features of developing a service – Pricing – Promotion – Distribution of services - Positioning and differentiation strategies - Quality of service industries – Reliability: Achievement and maintenance - Customer support services		
Unit:3	HOSPITALITY MARKETING	
Features and components of hospitality industry - Marketing of hospitality: Perspectives of Tourism, Hotel and Travel services - Airlines, Railway, Passenger and Goods Transport - Leisure services		
Unit:4	MARKETING OF FINANCIAL SERVICES	
Characteristics of financial services - Marketing of Financial services: Concept - Features of Banking, Insurance, Lease, Mutual Fund, Factoring, Portfolio and Financial intermediary services.		
Unit:5	MARKETING OF NON-PROFIT ORGANISATIONS	
Special features of non-profit organisations - Marketing of non-profit organisations: Services offered by charities - Educational services - Miscellaneous services - Power and Telecommunication		

Text Book(s)	
1	S.M.Jha, Services Marketing, Himalaya Publishing Company
2	Adrian Pyne, Essence of Services Marketing, Prentice Hall of India
Reference Books	
1	Ravishankar, Services Marketing - Indian experiences, South Asia Publication
2	Ziethaml&Bitner, Services Marketing: Integrating Customer Focus across the Firm, TMH
3	P.K. Sinha& S.C.Sahoo, Services Marketing - Text & Readings, HPH

Course Code	BRAND MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of Marketing concepts	
Course Objectives:		
The main objectives of this course are to:		
1. Gain in depth knowledge about the concept of branding		
2. Learn the application of branding in marketing		
3. Understand the benefits and challenges associated with branding		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Grasp the meaning and techniques of branding		
Understand how marketers apply branding to their strategic advantage		
Learn significance of branding for long term profitability		
Unit:1	INTRODUCTION TO BRANDING	
Concept of a brand – Evolution, perspectives, anatomy - Types of brand names - Brand name associations - Brands Vs Products - Advantages of Brands to consumers & firms - Brand elements: Components & choosing brand elements - Branding challenges & opportunities		
Unit:2	BRAND BUILDING AND POSITIONING	
Building a strong brand – Method & implications - Brand positioning: Basic concepts – Alternatives – Risks – Brands & consumers –Strategies for positioning the brand for competitive advantage – Points of parity – Points of difference - Buying decision perspectives on consumer behaviour		
Unit:3	BRAND IMAGE AND BRAND EQUITY	
Brand image – Meaning and dimensions - Brand associations & image - Brand identity: Perspectives, levels, and prisms - Managing Brand image: stages – Functional, symbolic & experiential brands - Brand Equity – Sources of Equity - Brand Equity models - Brand audits - Brand Loyalty & cult brands		
Unit:4	BRAND LEVERAGING	
Leveraging Brands – Brand extensions, extendibility, merits & demerits - Line extensions and line trap – Co-branding & Licensing Brands - Reinforcing and Revitalisation of brands: Need and methods - Brand architecture: product, line, range, umbrella & source endorsed brands - Brand portfolio management		
Unit:5	BRAND VALUATION	
Brand valuation – Methods of valuation - Implications for buying & selling brands - Applications – Branding industrial products, services and retailers – Building brands online - Indianisation of foreign brands & taking Indian brands global – Issues & challenges		

Text Book(s)	
1	Kevin Lane Keller, Strategic Brand Management, PHI/Pearson, New Delhi.
2	Harsh Varma, Brand Management, Excell Books, New Delhi.
Reference Books	
1	Kapferer, Strategic Brand Management, Kogan Page, New Delhi.
2	Majumdar, Product Management in India, PHI.
3	Sengupta, Brand Positioning, Tata McGraw Hill.

Course Code	DISTRIBUTION MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of Marketing concepts	
Course Objectives:		
The main objectives of this course are to:		
1. Understand fundamentals of physical distribution		
2. Learn the nuances of channel management		
3. Appreciate issues related to managing distribution network		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn basic ideas of physical distribution		
Acknowledge the issues related to channel management		
Identify channel network suitability		
Unit:1 INTRODUCTION TO MARKETING CHANNELS		
Emergence and components of Marketing Channels - Types, Functions and Relationship - Retailing: Structure, operations and strategies - Wholesaling: structure, operations and strategies - Physical Distribution - Structure and strategy.		
Unit:2 CHANNEL MANAGEMENT		
Channel Planning - Designing Channel Systems - Organising patterns - Factors influencing selection of channels - Channel Policies - Channel communication and information systems - Assessing marketing channel performance - Distribution cost analysis.		
Unit:3 CHANNEL MANAGEMENT IN OTHER CONTEXTS		
Channel Management by wholesalers and retailers - Retail formats - Franchise: Designing and management - Telemarketing - e-marketing - e-tailing - Integrated distribution management		
Unit:4 RETAIL MANAGEMENT		
Retailing - Identifying and understanding consumers - Choosing a store Location - Trading area analysis and site selection - Buying and handling merchandise - Pricing and financial management - Establishing and maintaining a retail image - Customer service		
Unit:5 DISTRIBUTION MANAGEMENT		
Importance of Physical distribution - Logistics System analysis and design, Organization and control - Role and importance of warehousing - Warehouse Size, number, location - Pre-requisites for Warehousing - Warehousing in India - Inventory Control - Cost and issues - Risk Management		

Text Book(s)	
1	Louis. W. Stern & Abel I. Elansary, Marketing Channels, Prentice Hall India
2	K.K Khanna -Physical Distribution MGT – Logistical Approach, HPH
Reference Books	
1	Berry Berman & Joel R. Evans- Retail Management, A Strategic Approach, Macmillan, New York
2	James C Johnson & Donald F. Wood -Contemporary Logistic , Prentice Hall
3	Donald Bowersox, & Bixby Cooper -Strategic Marketing Channel MGT, McGraw Hill International

Course Code	RETAIL MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of distribution	
Course Objectives:		
The main objectives of this course are to: 1. Understand fundamentals of retailing 2. Learn the application of ICT in retail management 3. Comprehend issues related to contemporary retailing		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn basic concepts of retailing		
Understand the issues related to modern retailing		
Identify the scope of ICT in retail management		
Unit:1	INTRODUCTION TO RETAILING	
Retailing - An introduction: Definition and functions - Importance of retailing in marketing - Types of retailing - Store and Non Store retailing - Retailing in India - Current Scenario - Retailing from International perspectives - Consumer buying decision process: Influencing factors - Consumer shopping behavior		
Unit:2	RETAIL PLANNING	
Retail planning: Purpose, method, structure and monitoring the plan - Retail brand management: Positioning, personality, Types of brand, Brand and life cycle - Merchandise management: Meaning, Methods, Assortment and Inventory - Purchase negotiation - Supply channel and relationship - SCM principles and retail logistics		
Unit:3	RETAIL LOCATION	
Retail location decision - Trading area analysis - Types of location - Site evaluation - Store design: Layout and space management - Visual merchandising and displays - Retail pricing: Approaches, Influencing factors, Price sensitivity and mark down policy		
Unit:4	RETAIL PROMOTION	
Retail promotion – Setting objectives - Role of advertising, sales promotion, personal selling public relations and relationship marketing in retailing - Human resource issues and considerations; Customer service management.		
Unit:5	APPLICATION OF IT IN RETAILING	
Impact of information technology in retailing - Integrated systems and Networking EDI - Bar Coding - Customer database management - Electronic retailing - Role of web - On line retailing - Factors to be considered in having a Web site - Limitations of web and future trends - Consumerism and Ethics in retailing - Social and Green issues - Retail audit		

Text Book(s)	
1	Berman and Evens, Retail Management, PHI
2	Gibson Vedamani, Retail Management, Jaico Books
Reference Books	
1	David Gilbert, Retail Management, Financial Time/Prentice Hall.
2	Levy & Weitz, Retail Management, Tata McGraw Hill.
3	Bajaj, Tuli and Srivastava, Retail Management, Oxford University Press

HUMAN RESOURCE

Course Code	EMPLOYEE DEVELOPMENT	ELECTIVE
Pre-requisite	Basics of Human Resource Management	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Provide knowledge to design and deliver the program based on learning theories 2. Describe evaluation procedures for L and D Program for increased effectiveness. 3. Apply the basic concepts to employee development 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Explain the significance of employee development		
Analyse the training needs in an organization		
Consider various training methods and their contexts		
Construct a simple training plan in an organization		
Unit:1	CONTEXT	
Introduction – Key Components – Working and Learning – Training Vs development - Basics of Learning process – Strategic training and development process – Models of training department: Corporate University, Embedded learning – Case studies		
Unit:2	DESIGNING TRAINING	
Need assessments: Significance, Process: Organisation, Job, Person analysis –Designing Effective programs: Objectives, Curriculum, Trainers, Technology, format, budget - Outsourcing training – Effective transfer of learning		
Unit:3	TRAINING AND DEVELOPMENT METHODS	
Classic Methods of training. Contemporary methods: Tech based learning – E learning Ecology, MOOC, developing online courses, blended learning methods, Simulations, Mobile technology, Expert systems – Leadership Development		
Unit:4	EVALUATION AND CAREER DEVELOPMENT	
Significance: Formative and Summative, Evaluation process and levels, Evaluation designs - Determining Return on Investment -Case studies		
Unit:5	PRACTICE	
Design and present training and development model for an organization		
Text Book(s)		
1	Noe, Raymond, Employee Training and Development, McGraw –Hill	

Reference Books	
1	Kirkpatrick and Kayser, Four Level's of Training Evaluation, ATD
2	Andy Jefferson, Calhoun W. Wick, and Roy V. H. Pollock, The Six Disciplines of Breakthrough Learning

Course Code	CHANGE AND ORGANIZATION DEVELOPMENT	ELECTIVE
Pre-requisite	Basic knowledge of Human Resource Management	
Course Objectives:		
The main objectives of this course are to:		
1. Familiarise with the change models in organisations		
2. Present the OD process in an organisation from a consultant's perspective		
3. Summarise the challenges in OD process		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Describe the framework of OD		
Distinguish various stages of OD intervention		
Evaluate the OD intervention techniques for different contexts		
Critically assess the challenges in OD interventions		
Unit:1	INTRODUCTION TO OD	
Introduction to Organisation Development: - Concepts, Nature and Scope of OD -Theory and Practice on change and changing - The Nature of Planned Change - Nature of Client Systems: Group Dynamics, Intergroup-Dynamics and Organizations as Systems.		
Unit:2	OD PROCESS	
Operational Components of OD - Diagnostic, Action and Process - Maintenance components.		
Unit:3	OD INTERVENTIONS	
OD - Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal and group process interventions - Comprehensive interventions - Structural Interventions.		
Unit:4	OD IMPLEMENTATION	
Implementation and assessment of OD - Implementation conditions for failure and success in OD - efforts - Assessment of OD and change in organisational performance - The impact of OD.		
Unit:5	CHALLENGES AND CONSIDERATIONS	
Some key considerations and Issues in OD - Issues in consultant - Client relationship - Mechanistic & Organic systems and contingency approach - The future of OD - Some Indian experience in OD		

Text Book(s)	
1	French, Bell and Vohra, Organization Development, Pearson
2	Linda Holbeche and Mee-Yan Cheung-Judge, Organization Development: A Practitioner's Guide for OD and HR, Kobe
Reference Books	
1	RatanRaina, Change Management and Organizational Development, Sage

Course Code	LABOUR WELFARE AND INDUSTRIAL RELATIONS	ELECTIVE
Pre-requisite	Basics of Human Resource Management	
Course Objectives:		
The main objectives of this course are to:		
1. Outline the performance management process		
2. Provide insights on the performance management system implementation and development of employees.		
3. Apply the concepts for the development of employees		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand Industrial disputes and settling them		
Critically analyse industrial relations and trade unionism		
Evaluate various labour legislations and their implications		
Unit:1	INDUSTRIAL RELATIONS	
Concepts and systems - IR Trends in India - Trade unionism - Objectives and functions – Structure - Types - Indian Trade Union movement - Their strengths and weaknesses.		
Unit:2	INDUSTRIAL DISPUTES	
Industrial disputes - Causes - Handling and settling disputes - Employee grievances - Steps in grievance handling - Causes for poor industrial relations - Remedies.		
Unit:3	COLLECTIVE BARGAINING	
Collective Bargaining: Concept - Function and importance - Principles and forms of collective bargaining - Procedure - Conditions for effective collective bargaining - Worker's Participation in management: Role and methods of worker's participation.		
Unit:4	LABOR LEGISLATIONS -1	
Factories Act 1948 - The Workman's Compensation Act, 1923 - The Employee's State Insurance Act, 1948 - The Employee's Provident Funds and Miscellaneous Provisions Act, 1952. The sexual Harassment of Women at Workplace (Prevention, prohibition and redressal) Act 2013		
Unit:5	LABOR LEGISLATIONS -2	
The Payment of Wages Act,1936 - Payment of Bonus Act,1965 - The Industrial Disputes Act 1947 - The Industrial Employment (Standing Orders) Act,1946 - The Trade Union Act, 1926 and latest legislations		

Text Book(s)	
1	Shekar and Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson
2	Tripathi,P.C., Personnel Management & Industrial Relations
Reference Books	
1	Mamoria C.B.,Dynamics of Personnel Management, HPH
2	Subbarao. P, Essentials of Human Resource Management and Industrial Relations, HPH

FINANCE

Course Code	INTERNATIONAL FINANCIAL MANAGEMENT	ELECTIVE
Pre-requisite	Basic understanding of Financial Management concepts	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To align the accounting theory and concepts with Industrial application 2. To create the awareness on using various software in Financial Management 3. To understand the operations of foreign exchange derivatives market and manage foreign exchange risk 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, principles and concepts of IFM		
Understand postulates and techniques of International Financial Management		
Apply the various tools of IFM to resolve Business Problems		
Unit:1	INTERNATIONAL FINANCIAL MANAGEMENT ENVIRONMENT	
IFM Environment: MNC and Multinational Financial Management – Determination of Exchange rates - International monetary system- Parity conditions in international finance and currency forecasting – Balance of payments and international economic linkage.		
Unit:2	DERIVATIVE MANAGEMENT	
Derivative Management and Foreign exchange Risk Management: Foreign exchange market – Currency futures and options market - Swaps interest rate futures - Managing Transaction and translation exposure- Measuring and managing economic exposure.		
Unit:3	FINANCING MNCs	
Financing MNCs: International financing and capital markets- Euromarkets – Cost of capital and foreign investments.		
Unit:4	FOREIGN INVESTMENT ANALYSIS	
Foreign Investment Analysis: International portfolio investment- corporate strategy and Foreign Direct investment- Capital budgeting for MNCs		
Unit:5	MULTINATIONAL WORKING CAPITAL MANAGEMENT	
Multinational Working Capital Management - Financing foreign trade - Current asset management and short term financing – Managing multinational financial system- Foreign Exchange Management Act 2000.		

Text Book(s)	
1	Alan C. Shapiro, Multinational Financial Management, Wiley India
2	Eun / Resnick, International Financial Management Tata McGraw Hill
Reference Books	
1	Levi. D Maurice, International Finance, McGraw Hill New Delhi.
2	Jain P.K. and others, International Financial Management McMillan Co.

Course Code	PRINCIPLES OF INSURANCE	ELECTIVE
Pre-requisite	Basic understanding of Insurance concepts	
Course Objectives:		
<p>The main objectives of this course are:</p> <ol style="list-style-type: none"> 1. To provide an overview of the regulatory framework and the structure of insurance system 2. To familiarise the students with the various services provided by Insurance sector. 3. To understand the risk and its management process through insurance and other methods. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, principles and concepts of insurance		
Understand postulates and regulations of Insurance		
Analyse the various issues in Insurance sector		
Apply the insurance concepts to resolve Business Problems		
Create interest to do research in the field of insurance		
Unit:1	RISK EVALUATION	
Risk – Risk identification and evaluation - Property and liability Loss exposures - Life, Health, and Loss of Income exposures and non insurance risk management techniques - Selecting and implementing Risk management techniques.		
Unit:2	RISK MANAGEMENT	
Property and liability Risk Management- Risk Management of commercial property - Business liability and risk management insurance – Worker’s compensation and alternative risk managing.		
Unit:3	RISK MANAGEMENT OF AUTO SECTOR	
Risk Management of Auto owners - Insurance claims – Need for insurance- Personal automobile policy- Personal automobile rating - Premium and death rates- Cost containment advances in driver and auto safety - Risk management of home owners policy coverage- Perils covered by the policy – Flood Insurance- Personal articles floater -Personal risk management		
Unit:4	LIFE AND HEALTH INSURANCE	
Loss of life – Types of life insurance - Tax incentives for life insurance- Life insurance contract provisions - Loss of Health- Health insurance providers - Mechanics of cost sharing - Health expense insurance - Disability income insurance - Health insurance policy provisions – Health care reforms – Annuities - Structures of annuities - Annuity characteristics - Annuity taxation – Employee’s benefits- Health and retirement benefits.		

Unit:5	ROLE OF IRDA
Life and General insurance industry in India – IRDA Act- Investment norms – Protection of policy holders Interest	
Text Book(s)	
1	Scot E Herrington, Risk Management and Insurance McGraw Hill, New Delhi
2	Harold D Stephen and W Jean Kwon, Risk Management and Insurance Blackwell Publishing Co., New York
Reference Books	
1	Dorfman Mark S Introduction to Risk Management and Insurance, Prentice Hall India, New Delhi.
2	Misra M.N. and Misra S.R, Insurance Principles and Practice, S.Chand and Co., New Delhi.

Course Code	COST MANAGEMENT	ELECTIVE
Pre-requisite	Basic understanding of accounting concepts	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To align the accounting theory and concepts with industrial application 2. To create the awareness of using various software in Costing 3. To create strong foundation in understanding application of costing 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, principles and concepts of Costing		
Understand postulates and techniques of Costing		
Apply the various tools of Costing to resolve business problems		
Analyse the various issues of Cost Accounting		
Create interest to do research in the field of accounting		
Unit:1	INTRODUCTION TO COST MANAGEMENT	
Introduction to cost management and basic cost management concepts - Systems Framework - Factors affecting cost management - Cost assignment: Direct tracing and allocation - Functional based and activity based cost management systems.		
Unit:2	COST BEHAVIOUR	
Cost Behaviour – Basics - Resources - Activities and Cost Behaviour- Methods for separating mixed costs into Fixed and Variable components- Reliability of Cost Formula - Cost Estimation using Multiple Regression- The Learning Curve and Non-linear cost behaviour.		
Unit:3	ACTIVITY BASED COSTING	
Activity Based Costing- Functional based product costing- ABC costing system-Product and service costing - Job order system - Characteristics of the production process – single and multiple overhead rates- An overview of cost allocation-Allocating one department's costs to another department.		
Unit:4	DECENTRALISATION AND RESPONSIBILITY ACCOUNTING	
Decentralisation and Responsibility Accounting -Performance Evaluation-Investment Centers - Transfer pricing - Setting transfer prices.		
Unit:5	STRATEGIC COST MANAGEMENT	
Strategic Cost Management Basic Concepts - Value Chain Analysis- Life Cycle Cost Management - JIT and its effect on cost management system - Activity Based Management – The Balanced Scorecard - Strategic based control.		

Text Book(s)	
1	Guan. I lansen and Mower, Cost Management, South Western Cengage Learning
2	Blocher, Chen, Cokins and Lin , Cost Management: A Strategic Emphasis TataMcGraw Hill
Reference Books	
1	JawaharLal , Cost Management, Tata McGraw Hill
2	J. Batty, Management Accounting, London Mc Donald &Evans

Course Code	BANKING RISK MANAGEMENT	ELECTIVE
Pre-requisite	Basic understanding of Banking	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To align the accounting theory and concepts with banking application 2. To create the awareness of using various software in banking 3. To understand the various types of risks faced by banks and the various tools and techniques of measuring and managing bank risks. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, principles and concepts of Banking		
Understand postulates and techniques of Banking		
Apply the various techniques used to measure and manage bank risk		
Analyse the various risks in Banking to resolve Banking Problems		
Create interest to do research in the field of Banking		
Unit:1	FINANCIAL RISKS	
Risk: Types - Financial risks faced by bankers – Credit risk: - Liquidity Risk and Interest Risk – Measures of Risk: Liquidity risk, Interest rate risk, credit risk and capital risk – Organizational structure for risk management in banks – Risk management process – ALCO.		
Unit:2	LIQUIDITY AND OPERATIONAL RISKS	
Liquidity Risk and Operational Risk - Liquidity and liquidity risk – Need for liquidity by banks – Sources of liquidity risks – Static Liquidity - Gap Analysis – Structural liquidity Gap Analysis – Dynamic Liquidity Gap analysis – Scenario Analysis: Bank Specific and Market Specific – Liquidity Adjustment Facility - Operational Risk and types – Organizational setup for operational risk – Operational Risk Management (ORM) Process in banks.		
Unit:3	INTEREST RATE RISKS	
Interest Rate Risk- Categories – Theories on interest rates: Pure Expectation Theory. Liquidity Preference Theory and Market Segmentation Theory - Methods used for measuring Interest Rate Risk: Traditional & Standardized Gap Analysis and its pros and cons - Duration Gap Analysis and its pros and cons - Simulation Method, Standard Deviation and Volatility, Co-variance and correlation - Techniques of management of interest rate risk: Derivatives, Interest Rate Options, Forward Rate Agreements (interest rate derivative), Interest Rate Features, Interest Rate Swaps, on balance sheet techniques and off-balance sheet techniques.		

Unit:4	CREDIT RISK
Credit Risk: Types – Default risk, exposure risk, recovery risk, collateral risk, third party guarantee risk, legal risk default, default probability – Measuring credit risk in banking transactions: Historical frequencies of defaults, agency ratings and default frequencies, default rate volatility and horizon, interbank exposure, contingencies - expected exposures and the time profile – Credit risk management in banks.	
Unit:5	NON-PERFORMANCE ASSETS MANAGEMENT
Non-performing Assets Management (NPA)– Definition and Concept – Managing NPAs –Income Recognition and Asset Classification (IRAC) – Recovery management: Financial and Physical Follow up – Effect of NPAs on Bank’s Profitability – Provision for NPAs by banks – The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002.(SARFAESI ACT).	
Text Book(s)	
1	James W, Commercial Banking – The Management of Risk, Wiley India edition.
2	Hull John C., Risk Management and Financial Institutions, Pearson.
Reference Books	
1	Dun Bradstreet, Financial Risk Management. Tata McGraw Hill.
2	Vivek, Asthana P.N, Financial Risk Management. HPH

SYSTEMS

Course code	SOFTWARE PROJECT MANAGEMENT	ELECTIVE
Pre-requisite	Basic understanding of computer software	
Course Objectives:		
The main objectives of this course are: 1. To align the software development with Industrial application 2. To create the awareness on using various software in business 3. To familiarise the students with the latest trends in computer software		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, techniques and methods of software project management		
Apply the various software of system to resolve business problems		
Analyse the various issues of software projects		
Create interest to do research in the field of software project management		
Unit:1	INTRODUCTION TO SOFTWARE PROJECTS	
Software Projects: Introduction - Software projects - Software projects versus other types of projects - Projects Management - Requirements specification - An overview of project planning - Project evaluation: Strategic and technical assessment - Risk evaluation -Project Analysis and Technical planning - Software Estimation.		
Unit:2	ACTIVITY PLANNING	
Activity planning: Objectives- Project schedules and activities-Different planning models - Sequencing and Scheduling projects - Network planning model - Shortening project duration -Identifying critical activities - Risk Management: Nature of risk-Management of risk-Evaluation risk		
Unit:3	RESOURCE ALLOCATION	
Resource Allocation: Nature of resources-Resource requirements-Creating Critical path and counting the cost- Monitoring and control: Responsibility-assessing progress- Setting check points - Taking snap shots - Collecting data - Visualizing progress - Cost monitoring – Priority monitoring - Managing people and organizing teams.		
Unit:4	SOFTWARE CONFIGURATION MANAGEMENT	
Software Configuration Management: Basic Functions - Responsibilities - Standards - Configuration management - Prototyping - Models of Prototyping - Planning for small projects: Introduction - Some problems with student projects - Content of project plan.		

Unit:5	SOFTWARE MAINTENANCE AND CONFIGURATION MANAGEMENT
Software maintenance and configuration Management: Maintenance characteristics - Management tasks - Maintenance side effects - Maintenance issues – Configuration Management - Source code metrics - Case study - PRINCE project management.	
Text Book(s)	
1	Mike Cotterell, Bob Hughes, "Software project management", Inclination/Thomas Computer Press.
2	Darrel Ince, H.Sharp and M.Woodman, "Introduction to software project management and Quality Assurance", Tata McGraw Hill.
Reference Books	
1	James O. Coplien and Neil B. Harrison, Organizational Patterns of Agile Software Development
2	Cem Kaner, Jack Falk, and Hung Q. Nguyen, Testing Computer software

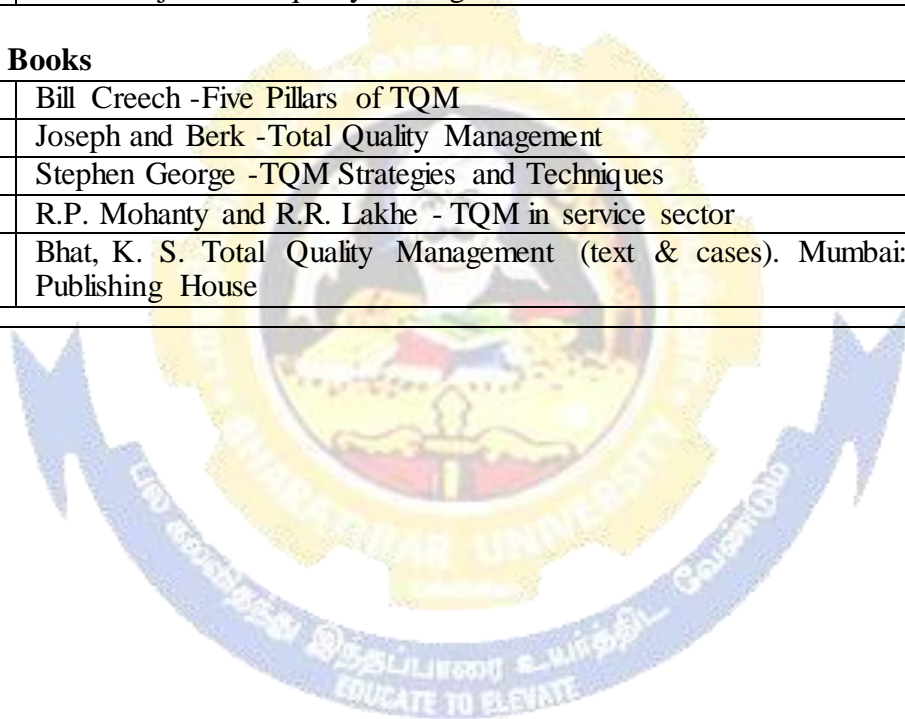
Course Code	ENTERPRISE RESOURCE PLANNING	ELECTIVE
Pre-requisite	Basic understanding of HRM and computers	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To understand the role of ERP in an organisation, its modules and implementation issues 2. To align the ERP with Industrial application 3. To familiarise the students on the latest trends in ERP 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Learn the basic functions, techniques and methods of ERP		
To understand the role of ERP in an organization, its various modules, and implementation issues		
Apply the various ERP techniques to resolve business problems		
Analyse the various issues of ERP		
Create interest to do research in the field of ERP		
Unit:1	AN OVERVIEW OF ENTERPRISE	
Enterprise –An overview – Basic concepts of ERP-Risks and benefits of ERP-Related Technologies such as Business process Reengineering, Data warehousing, data Mining, Online analytical Processing, Product life cycle Management, Supply Chain Management and Customer Relationship Management.		
Unit:2	ERP MODULES	
ERP Modules – Manufacturing – Plant maintenance – Materials Management – Quality Management – Operations and Maintenance – Human Resources - Finance – Marketing – Sales Distribution and services.		
Unit:3	ERP IMPLEMENTATION	
ERP Implementation basics – Life cycle- Package selection- implementation strategies – Implementation process, Project team, Success and failure factors of an ERP implementation- Maximizing ERP system.		
Unit:4	ERP MARKET PLACE AND DYNAMICS	
ERP Market place and Dynamics – SAP AG – People soft – Baan – JD Edwards – Oracle – SSA , MS Dynamics and others.		
Unit:5	ERP AND E-BUSINESS	
ERP and e-business – ERP, Internet and WWW – ERP II – Future direction and trends in ERP - Case studies in Indian and Global scenario.		

Text Book(s)	
1	Alexis Leon, Enterprise Resource Planning, TMH
2	Joseph A. Brady, Concepts in Enterprise Resource Planning, S. Chand & Co.
Reference Books	
1	Mary Sumner , Enterprise Resource Planning, Pearson
2	David L. Olson, Managerial Issues in ERP System, TMG

PRODUCTION

Course Code	TOTAL QUALITY MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of production management	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Impart the knowledge on concepts of quality in production and total quality in Business Management. 2. Acquire knowledge of total quality models and quality measurement system. 3. Develop strategic choices of markets and customers maintaining competitive advantage by adopting ISO 9000 – Auditing for Total Quality Management. 		
EXPECTED COURSE OUTCOMES		
On the successful completion of the course, student will be able to:		
Perceive the concepts of Total Quality Management and its approaches.		
Apply the pillars of Total Quality Management, strategic thinking, guidelines towards organizational implications.		
Enable total quality models related to information and customer under quality management.		
Analyse quality system and apply customer retention through quality measurement system.		
Create strategic choice of markets and customers maintenance in the competitive environment.		
Unit:1	CONCEPT OF TOTAL QUALITY MANAGEMENT	
Total quality management – Concepts – Quality management in retrospect – Evaluation of quality approaches – Basic elements of TQM. Accelerating use of TQM – The continuous improvement process – International trend in continuous improvement process – Service quality Vs Product Quality - Total Quality: Value & Differential advantage		
Unit:2	TOTAL QUALITY POLICY AND ITS APPROACHES	
Pillars of Total quality management – Strategic thinking and planning - Starting point for total quality – Total quality policy and deployment guidelines – Total quality approaches – Leadership for TQM - Attitude & involvement of top management - Organizational implications.		
Unit:3	TOTAL QUALITY MODELS AND STRATEGIC INFORMATION SYSTEM	
Total quality models – Enablers for total quality – Quality responsibilities – Achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management.		

Unit:4	QUALITY EDUCATION, TRAINING AND MEASUREMENT SYSTEM
Quality education and training quality process, Quality system – Quality measurement system including the tools of TQM – Quality cost – Quality planning – Quality information feedback – Internal customer conflict – customer retention and problems.	
Unit:5	TOTAL QUALITY MANAGEMENT AND ISO:9000 - AUDIT
Strategic choice of markets and customers maintaining competitive advantage – Designing process and products for Quality – TQM and ISO:9000 – Auditing for TQM – TQM in services – TQM in education – The leverage of productivity and Quality – Pitfalls in operationalising Total Quality	
Text Book(s)	
1	Bharat Wakhlu -Total quality
2	Sundararaju -Total quality Management
Reference Books	
1	Bill Creech -Five Pillars of TQM
2	Joseph and Berk -Total Quality Management
3	Stephen George -TQM Strategies and Techniques
4	R.P. Mohanty and R.R. Lakhe - TQM in service sector
5	Bhat, K. S. Total Quality Management (text & cases). Mumbai: Himalaya Publishing House



Course Code	SUPPLY CHAIN MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of marketing and ICT	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Familiarise the students with the concepts of supplies pertaining to purchase, storage and issue of materials and stock maintenance of finished goods. 2. Acquire knowledge on Supply Chain Management and customer relations management. 3. Enrich their knowledge in manufacturing, scheduling logistics management and information technology in Supply Chain Management. 		
EXPECTED COURSE OUTCOMES		
On the successful completion of the course, student will be able to:		
Understand the concepts and components of Supply Chain Management.		
Analyse customer focus in Supply Chain Management and evaluate the purchase performance.		
Apply material handling system in store keeping and space management.		
Evaluate the role of logistics in Supply Chain Management and customer service.		
Create and implement information technology in Supply Chain Management.		
Unit:1	INTRODUCTION TO SUPPLY CHAIN MANAGEMENT	
Introduction to Supply Chain Management (SCM) – Concept of SCM – Components of SCM, an overview – Features of SCM – Strategic issues in SCM. SCM current scenario – Value chain management and customer relations management.		
Unit:2	LEGAL ASPECTS OF BUYING AND INVENTORY MANAGEMENT	
Customer focus in SCM – Demand planning, Purchase planning – Make or Buy decision – Indigenous and global sourcing - Development and Management of suppliers – Legal aspects of Buying – Cost management – Negotiating for purchasing / sub-contracting – Purchase insurance -Evaluation of Purchase performance (performance indices). Inventory management – Financial impact of inventory.		
Unit:3	SCHEDULING AND STRATEGIES OF WAREHOUSING AND STORE KEEPING SYSTEM	
Manufacturing Scheduling – Manufacturing flow system – Work flow automation – Flexibility in manufacturing to achieve dynamic optimization – Material handling system design and decision - Ware housing and store keeping – Strategies of ware housing and store keeping – Space management		

Unit:4	LOGISTIC MANAGEMENT DESIGN AND DECISION
Logistics management – Role of logistics in SCM – Integrated Logistics Management – Transportation Design and decision – Multi modalism – Third party logistics services and providers – Facilities management (Port/Airport/ICDs) Channels of distribution – Logistics and customer service.	
Unit:5	INFORMATION TECHNOLOGY IN SUPPLY CHAIN MANAGEMENT
Information technology and SCM: EDI, ERP, Internet and Intranet, E-Commerce, Advanced Planning System, Bar Coding, Tele communication network, Video Conferencing and Artificial Intelligence - Best practices in Supply Chain Management – Organizational issues to implement SCM.	
Text Book(s)	
1	B.S. Sahay, Supply Chain Management - For Global Competitiveness - Macmillan India Limited
2	Sunil Chopra and Peter Meindl “Supply Chain Management: Strategy, Planning and Operation”, Pearson Higher Education, New Delhi
Reference Books	
1	Sunil Chopra and Peter Meindl, -Supply Chain Management: Strategy planning and operations, PHI
2	Levi, Kaminsky and Simchi-Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies
3	Donal J Bowersox, David J Closs, M Bixby Cooper, “Supply Chain Logistics Management”, Tata McGraw Hill, New Delhi.
4	Michael H. Hugos, “Essentials of Supply Chain Management”, Wiley Publications, US.
5	Robert B. Handfield, Ernest Nichols, “Introduction to Supply Chain Management”, Pearson Education, New Delhi

HEALTH CARE

Course Code	PUBLIC HEALTH SYSTEMS AND HEALTH INSURANCE	ELECTIVE
Pre-requisite	Basic knowledge of hospital administration	
Course Objectives:		
The main objectives of this course are to: 1. Acquaint the students with hospitals, its facility, design and operations. 2. Acquire knowledge about Project concepts, Project plan, Project formulation and its implementation. 3. Implement and evaluate the project plan		
EXPECTED COURSE OUTCOMES		
On the successful completion of the course, student will be able to:		
Recognise various concepts related to health care sector		
Have knowledge of health care system in India and at global level		
Implement project scheduling		
Evaluate and organise the human resources in project execution		
Constitute the project work system		
Unit: 1	CONCEPTS, THEORIES AND ISSUES RELATED TO HEALTH SECTOR	
Issues, Theories And Concepts In Policy Formulation-Welfare economics and investments in human capital – Health Economics – Demand of health and health services - Demand, elasticity and health – Production, Health and Health care – Economic Evaluation of Health Care – Economics of Markets and market intervention – Role and Responsibility of Governments in the health sector.		
Unit: 2	HEALTH CARE SYSTEM - INDIAN & GLOBAL	
Financing, Resource Allocation and Health Sector Reforms -Mobilising finances and models of financing – Public Expenditure in Health Mobilisation of Private Resources – Selection of a suitable option – Role of International Agencies- Health Sector reform – Health Systems around the world – Govt. and the improvement of health behaviours – Implementation. Policy Objectives - Policy Environment and consequence of reform – National Health Policy – Drug Policy – Framework for newer health care policy settlements – Impact of structural changes, globalisation and public economy, environment and health status – Current health care status of India		
Unit: 3	HEALTH CARE PROGRAMS	
Plan Implementation and Control- National health program – Tools – Regulation – Health services research – Measurement of health / medical needs and services. Utilization – Resources Allocation – Cost benefit analysis – Eco based budgeting – System analysis and operation research in health care programs – Control mechanism.		

Unit: 4	HEALTH INSURANCE AND MANAGEMENT
<p>Risk Insurance and Management- Introduction to risk and insurance – Risk Identification and Risk Evaluation – Risk Management Techniques – Risk Management and Insurance Industry – WTO – Insurance Law and Regulation – International Laws (Salient features of above topics) Principles of health insurance – Health insurance products - Group Insurance products – Product design, development and evaluation- Risk Assessment – Underwriting and Premium Setting - Claims Management – Third Party Administration – Current Developments.</p>	
Unit: 5	INSURANCE MODELS
<p>Actuarial Principles and Premium Setting-Actuarial Principles – Demography – Survival distributions and life tables – Interest and life contingencies – Loss distribution – Principles of Ratemaking - Data required for Ratemaking – Insurance Models – Application of Models – Current Developments. (Salient Features of above topics)</p>	
Text Books	
1	Rajiv Jain and Rakhi Biswas, Insurance Law and Practice, Vidhi Publishers, Delhi
Reference Books	
1	William A Reinks, Health Planning for Effective Management, Oxford University Press.
2	Peter Berman, Health Sector Reform in Developing Countries, Harvard University Press
3	Piggot, Carolyn Semple, Business Planning for Health Care Management, UK Open University Press

Course Code	INTERNATIONAL HEALTH MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of hospital administration	
Course Objectives:		
The main objectives of this course are:		
<ol style="list-style-type: none"> 1. To know and understand the international health scenario and healthcare delivery process and also to develop perspectives for health product and services to go global. 2. Acquire knowledge about Health care system and challenges 3. Implement and evaluate the health policy and regulatory tools 		
EXPECTED COURSE OUTCOMES		
On the successful completion of the course, student will be able to:		
Recognise various concepts related to health care challenges		
Have knowledge of the reforms of health care system		
Implement health care system's trends and directions		
Evaluate and organise the IPR, PCT and WIPO		
Constitute the different forms of health policies in health care sector		
Unit: 1	HEALTH CARE CHALLENGES	
Healthcare – A Global Perspective-Healthcare challenges – a global perspective- Wide gap in healthcare delivery – Healthcare financing in developed and developing countries – Developing National health Accounts – Application in developing countries - Health Insurance and Managed Care Concept - Risk pooling concept – Concept of managed care: Components - Managed health care models - Study of socialised Medicine, Social insurance, Mandatory insurance and Voluntary Insurance		
Unit: 2	REFORMS OF HEALTHCARE SYSTEM	
The Reforms of Healthcare System - Comparison of Health Insurance - National And International Perspectives - Evolutionary reforms in Healthcare - Structural reforms in healthcare-International convergence in healthcare systems – Health sector reforms – lessons from different countries		
Unit: 3	HEALTH CARE SYSTEM	
Systems of Health Care Delivery-Basic components of health services – Transition from traditional insurance to managed care – Trends and Directions – Significance of health care practitioners and policy makers – Complying with regulations – Health care systems in other countries		
Unit: 4	IPR,PCT AND WIPO	
Intellectual Property Rights- TRIPS – IPR - The Patent Co-operation Treaty (PCT) – PCT system-PCT for product design – World Intellectual Property Organisation (WIPO) and its role in new patent regime – International Registration of Trademarks		

Unit: 5	HEALTH POLICY AND REGULATORY TOOLS
Health Policy: Definition – Different forms of Health policies - Regulatory tools-government as a subsidiary to the private sector – Reforms in the healthcare sector – Decentralized role of the States – Access to healthcare providers in rural areas, low income segments – Cost of Care - Quality of care.	
Text Books	
1	Leiyu Shi and Douglas A Singh: Delivering Health Care in America- A systems Approach
Reference Books	
1	Oxford Textbook of Public Health, Volume Three.
2	J. E. Park, Textbook of Preventive and Social Medicine
3	Blane,David, Brunner, Eric, Health and Social Organisation: Towards a health policy for the 21st century,Calrendon Press.

ENTREPRENEURSHIP

Course Code	THE SUCCESSFUL BUSINESS PLAN	ELECTIVE
Pre-requisite	Basic concepts of Entrepreneurship	
Course Objectives:		
The main objectives of this course are:		
1. To dedicate enough time for planning, create goals and evaluate performance.		
2. To deal with change.		
3. To Maintain a healthy cash flow.		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Develop the ability to discern distinct entrepreneurial traits		
Know the parameters to assess opportunities and constraints of new business ideas		
Understand the systematic process to select and screen business ideas		
Design strategies for successful implementation of ideas		
Write a business plan		
Unit:1	STARTING THE PROCESS	
Starting the Process – The Successful Business - Getting Your Plan Started - Making Your Plan Compelling		
Unit:2	BUSINESS PLAN COMPONENTS	
Business Plan Components – The Executive Summary - Company Description - Industry Analysis and Trends - Target Market – Competition - Strategic Position and Risk Assessment - Marketing Plan and Sales Strategy – Operations - Technology Plan. Management and Organization - Community Involvement and Social Responsibility - Development, Milestones, and Exit Plan - The Financials - The Plan,,s Appendix.		
Unit:3	IMPLEMENTING THE PLAN	
Putting the Plan to Work – Preparing, Presenting, and Sending out Your Plan - Looking for Money - Using Your Plan for Classes and Competitions - Internal Planning for Existing Businesses and Corporations - Time Saving Tips.		
Unit:4	SPECIAL CONSIDERATION	
Special Considerations – Considerations for Internet — e-businesses - Considerations for Retailers -Considerations for Manufactures - Considerations for Service Businesses -Business Planning in a Weak (or Strong) Economy		
Unit:5	OUTLINE OF BUSINESS PLAN	
Outline of a Business Plan. Business Terms Glossary - Funding Sources - Research Sources – Entrepreneur’s Sources – Index - Sample Plan – Cover Letter - Executive Summary - Company Description - Industry Analysis and Trends - Target Market - The Competition - Strategic Position and Risk Assessment - Marketing Plan – Operations - Technology Plan -		

Management and Organization - Community Involvement and Social Responsibility - Development, Milestones & Exit Plan - Income Statement - Three Year Projection - Income Statement - Annual Cash Flow Projection - Balance Sheet - Sources and Uses of Funds - Assumption Sheet.	
Text Book(s)	
1	Abrams, Rhonda, „Successful Business Plan“ ,
2	Jason Fried & David Heinemeer Hansson , „Rework“-
Reference Books	
1	Marty Cagan,Inspired: How to Create Products Customers Love
2	Steve Johnson, „Where Good Ideas Come From“

GENERAL

Course Code	EVENT MANAGEMENT	ELECTIVE
Pre-requisite	Basics of Marketing	
Course Objectives:		
The main objectives of this course are to:		
1. Obtain a sense of responsibility for the multi – disciplinary nature of event management.		
2. Gain confidence and enjoyment from involvement in the dynamic industry of event management		
3. Form a base for many routine activities in operations management		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Identify the types of insurance appropriate for particular events.		
Identify risk factors in an event proposal.		
Describe and analyse key components of typical event contracts.		
Analyse the nature of risk and risk factors typical to meetings and events		
Conduct standard and customary ethical, legal, risk management, safety, and security analysis for an event		
Unit:1	EVENTS - INTRODUCTION	
Events - Nature definition and scope - C's of events - Designing, interaction and importance as a marketing tool - Various needs addressed by events - Focusing and implementing events -Advantages and disadvantages of events.		
Unit:2	ELEMENTS OF EVENTS	
Elements of events - Event infrastructure, target audience, organisers, venue, media activities to be carried out - Concept of market in events - Segmentation and targeting of the market events.		
Unit:3	POSITIONING IN EVENT	
Positioning in events and the concept of event property - Events as a product - Methods of pricing events - Events and promotion - Various functions of management in events.		
Unit:4	STRATEGIC PLANNING	
Strategic market planning - Development and assessment of market plan.		
Unit:5	STRATEGIC ALTERNATIVES	
Strategic alternatives arising from environment, competition and defined objectives - Pricing objectives - Evaluation of event performance - Measuring performance & correcting deviations		

Text Book(s)	
1	Gaur.S.S. and Saggere.S.V., Event Marketing Management
2	Panwar.J.S., Marketing in the New Era, Sage Publications
Reference Books	
1	Kotler.P., Marketing Management, Analysis, Planning, Implementation and Control, Prentice Hall
2	AvrichBarry, Event and Entertainment, Delhi, Vision Books

Course Code	DATA ANALYTICS USING R	ELECTIVE
Pre-requisite	Basic understanding of Industry and computer knowledge	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Align the theory and concepts of Data Analytics in industrial application 2. Provide basic knowledge about Data Analytics using R. 3. Learn the Data processing, Data summarisation, Data visualisation and Reporting tools. 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Understand the features of R language		
Apply the data processing concept in business		
Analyse the data available in the Industry by applying the concept of Data summarisation and visualisation		
Judge the suitable reporting tool to analyse the Industrial data		
Assess the data analytics case studies		
Unit:1	INTRODUCTION TO R	
Data Analysis Vs Data Analytics – Data Analytics – Types and Framework – Data Analytics: Tools - R language - Understanding R features - Installing R and R Studio – Packages and Library – Importing and Exporting Files: CSV File – JSON File – txt File – Excel File – Xml File - Command Line Vs Scripts.		
Unit:2	DATA PROCESSING	
Data Pre-Processing – Missing Value – Omitting Null Values - Data Transformation – Data Selection – Data Integration – Data Manipulation: Slicing - Subscripts and Indices – Data Subset - Dplyr Package: Select Function - Filter Function - Mutate Function - Arrange Function.		
Unit:3	DATA SUMMARISATION & VISUALISATION	
Data Summarisation & Visualisation - Mean – Median – Mode - Variability Measures - Variance – Range - IQR – Standard Deviation – Sum of Squares – Identifying Outliers using IQR - Data Visualisation – Introduction – Datasets – Exploratory Data Analytics – Univariate Analysis – Histogram - Bivariate Analysis - Box Plot – Multivariate Analysis - Scatter Plot - MASS Package - Categorical Variable –Bar Chart – Mosaic Plot.		
Unit:4	REPORTING TOOL	
Reporting Tool – Analysing Gathering Information – Story Telling – R Markdown - R Markdown Framework – R markdown package – Knit for Embedded Code: knitr package - Convert File:HTML, PDF, MS Word - Markdown Formatted Text - ShinyApp - shiny package: Built Shiny app – Control Widgets – Customize Reactions – Reactive Expressions - Customize Appearance - Deploy Shiny app.		

Unit:5	DATA ANALYTICS CASE STUDIES
Data Analytics Case Studies – Marketing – Logistic Management – Insurance – Behavioural Analytics – Data Analytics on Diamond Dataset.	
Text Book(s)	
1	V. Bhuvanewari, Data Analytics with R Step by Step, Scitech Publisher,
2	Roger D.Peng, R Programming for Data Science, Lean Publishing.
3	VigneshPrajapati, Big Data Analytics with R and Hadoop, Packt Publishing
Reference Books	
1	Sholom Weiss, et.al, The Text Mining Handbook: Advanced Approaches in Analysing Unstructured Data, Springer.
2	Emmanuel Paradis, R for Beginners.

SHIPPING AND LOGISTICS

Course Code	GLOBAL SUPPLY CHAIN MANAGEMENT	ELECTIVE
Pre-requisite	Basic knowledge of Physical Distribution	
Course Objectives:		
The main objectives of this course are to:		
<ol style="list-style-type: none"> 1. Gain knowledge on basic concepts of SCM 2. Learn the importance of SCM in creating customer value 3. Understand the trends in Global SCM 		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Identify various components of SCM		
Understand the importance of SCM in customer value building		
Comprehend the application of ICT in distribution networks		
Unit:1 INTRODUCTION TO GLOBAL SUPPLY CHAIN MANAGEMENT		
Development of supply chain management – Concepts and definitions – Strategic Supply Chain Management- Global Supply Chain integration – Logistics in a global economy – Regional differences in Logistics – Managing global risks – Issues in International Supply Chain Management		
Unit:2 PROCUREMENT AND SCM		
Role of procurement in SCM – Procurement process - Supplier selection – Auctions and negotiations – Supplier Assessment – E-procurement – Outsourcing: Benefits and risks - Inventory Management – Types of Inventory – Inventory Costs – Inventory management and control strategies in Supply Chain Management		
Unit:3 CUSTOMER VALUE THROUGH DISTRIBUTION		
Distribution and Customer value: Dimensions of customer value - Customer focused marketing - Customer service – Customer satisfaction - Customer Relationship Management - Role of Forecasting- Characteristics of forecasts - Forecasting techniques – Forecasting Accuracy- Role of IT in forecasting Distribution Strategies – Direct shipment, Traditional warehousing, Crossdocking, Inventory pooling– Factors influencing Distribution network design -E Business and Distribution network		
Unit:4 CO-ORDINATION IN SCM		
Co-ordination in Supply chain Management: Bullwhip effect- Obstacles to co-ordination- achieving co-ordination – Building strategic partnerships in Supply chain – Collaborative Planning - Forecasting and Replenishment (CPFR)– Vendor Managed Inventory (VMI) – Strategic Alliances in Supply Chain – Role of IT in Co-ordination		
Unit:5 ROLE OF IT IN SCM		
Information Technology and Supply Chain Management : Information systems for Logistics and SCM- DSS, Artificial Intelligence, ERP – IT Infrastructure For SCM – Electronic Commerce – Future of SCM		

Text Book(s)	
1	Donald J Bowersox, David J Closs& M Bixby Cooper, Supply Chain Logistics Management, Tata McGraw Hill
2	Sunil Chopra, Peter Meindleand Kalra, Supply Chain Management-Strategy, Planning & Operation, Pearson Education India
Reference Books	
1	David Simchi-Levi, Designing & Managing the Supply Chain- Concepts, Strategies and Case Studies, Tata McGraw Hill
2	Handfield and Nichols, An Introduction to Supply Chain Management, Pearson

Course Code	SHIPPING MANAGEMENT AND MARINE INSURANCE	ELECTIVE
Pre-requisite	Basic knowledge of sea transportation	
Course Objectives:		
The main objectives of this course are to:		
1. Recognise various modes of transportation in international trade		
2. Comprehend global practices in shipping and airline industry		
3. Understand the significance of marine/cargo insurance in foreign trade		
Expected Course Outcomes:		
On the successful completion of the course, student will be able to:		
Familiarise with the modes of global transportation		
Understand shipping and air transport practices		
Recognise the significance of marine/cargo insurance		
Unit:1	INTERNATIONAL TRANSPORTATION INFRASTRUCTURE	
Significance of transportation in Global Trade – Components of international transportation infrastructure: Seaports, Rivers, Canals, Waterways, Airports, Roads and Railways – Warehouses - Communication infrastructure - Utilities infrastructure - Electricity, Water, Energy.		
Unit:2	WORLD SEA TRANSPORTATION	
International ocean transportation: Importance – World Sea borne trade - Volume and value of trade - World tonnage – Types of shipping services - Classification of vessels - Major seaports of the world - Advantages and constraints of sea transportation - Flags, conferences, chartering, Baltic exchange, UN convention on liner code of conduct – Sea piracy		
Unit:3	GLOBAL AIR TRANSPORTATION	
International air transportation: Significance – Advantages and disadvantages - Types of aircrafts- International regulations – Air Cargo handling – Types of air cargo – Major airports of the world - Air Cargo Tariff Structure - IATA – Future trends in air transportation		
Unit:4	INDIAN SHIPPING	
Shipping in India: Major Ports in India - Nature of cargo handled - Govt. Policy on shipping - Port Infrastructure development - Major Indian shipping companies - Shippers association - Shipment of Govt. controlled Cargo		
Unit:5	MARINE INSURANCE	
Marine Insurance: Meaning and significance - Marine Perils - Voyage – Types of marine insurance contracts - Warranties in a contract of marine insurance – Deviation of voyage - Kinds of policies - Losses under marine insurance: Total loss – Abandonment – Partial loss - Contribution – Airfreight policy – Lloyd's principles		

Text Book(s)	
1	KrishnaveniMuthaiah, Logistics Management and World Sea borne trade, Himalaya Publishing House
2	M. N. Mishra, Insurance Principles and Practice, S. Chand & Company Ltd, New Delhi
Reference Books	
1	Pierre David, International Logistics
2	Paul Murphy and Donald Wood, Contemporary Logistics,Prentice Hall
3	HargovindDayal, The Fundamentals of Insurance, Notion Press