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**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 21st among Indian Universities by MHRD-NIRF**

**Coimbatore - 641 046, Tamil Nadu, India**



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| **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 |



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| **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 | |



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| **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

OPEN AND DISTANCE LEARNING PROGRAMME (ODL)

## MBA Curriculum

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

**SCHEME OF EXAMINATIONS**

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| **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 For 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**

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| **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**   1. Staffing in Organisations 2. Performance Management 3. Employee Engagement |
| **FINANCE**   1. Financial Services 2. Equity Research and Portfolio Management   10.Derivatives Management  11.Banking Regulations and Services |



First Semester

### SEMESTER I : CORE SUBJECTS

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| **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 | | | |
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| **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. | | | | |
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| **Unit:2** | **PLANNING** | | | |
| Nature, purpose and significance of Planning - Objectives – Strategies - Policies - Planning  premises - Decision Making - Global Planning. | | | | |
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| **Unit:3** | **ORGANISING** | | | |
| Nature and importance of Organising - Entrepreneuring - Organizational Structure: Departmentation - Line/Staff Authority and Decentralisation - Effective organising and  Organisational culture - Global organising. | | | | |
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| **Unit:4** | **DIRECTING** | | | |
| Co-ordination functions in Organisations - Human factors and Motivation - Leadership -  Committees and group decision making - Communication - Global Leading. | | | | |
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| **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. | | | | |
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| **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 |



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| **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 | | | | |
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| **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. | | | |
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| **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. | | | |
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| **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. | | | |
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| **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. | | | |
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| **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. | | | |

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| **Text Book(s)** | |
| 1 | Robbins. S. Organisational Behaviour, Prentice-Hall, India. |
| 2 | Umasekaran, Organisational Behaviour, Tata McGraw Hill. |
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| **Reference Books** | |
| 1 | Hellinegal Slocum, Woodman, Organisational Behaviour, Thomson learning |
| 2 | Harris & Hartman, Organisational Behaviour, Jaico |
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| **Course Code** | | **MANAGERIAL ECONOMICS** | CORE |
| **Pre-requisite** | | Knowledge of basic concepts in Economics |
| **Course Objectives:** | | | |
| The main objectives of this course are:   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. | | | | |
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| **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 | | | |
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| **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. | | | |
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| **Unit:3** | **PRICING AND PRICING DECISIONS** | | |
| Market structure: Characteristics - Pricing and output decisions - Methods of pricing - Differential  pricing - Government intervention and pricing. | | | |
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| **Unit:4** | **PROFIT POLICIES AND INVESTMENT ANALYSIS** | | |
| Profit: Meaning and nature - Profit policies - Profit planning and forecasting - Cost volume profit  analysis - Investment analysis. | | | |
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| **Unit:5** | **NATIONAL INCOME AND FISCAL POLICIES** | | |
| National Income - Business cycle - Inflation and deflation - Balance of payments - Monetary and  Fiscal Policies | | | |
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| **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 |



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| **Course Code** | | | | **FINANCIAL AND MANAGEMENT**  **ACCOUNTING** | CORE | |
| **Pre-requisite** | | | | Basic understanding of Accounting  concepts |
| **Course Objectives:** | | | | | | |
| The main objectives of this course are:   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 | | | | | | |
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| **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 | | | | | |
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| **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.. | | | | | | |
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| **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. | | | | | | |
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| **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 | | | | | | |
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| **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. | | | | | | |
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| **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 | | | | | | |

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| decision, sales mix decision–Problems | | |
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| **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 | |



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| **Course Code** | | **QUANTITATIVE METHODS FOR MANAGEMENT** | CORE | |
| **Pre-requisite** | | Basic knowledge of Business Management, Mathematics and Statistics |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   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 | | | |
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| **Unit:1** | **INTRODUCTION TO BASIC MATHEMATICAL CONCEPTS** | | | |
| 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 | | | | |
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| **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 | | | | |
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| **Unit:3** | **PROBABILITY AND PROBABILITY DISTRIBUTION** | | | |
| 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. | | | | |

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| **Unit:5** | **TEST OF HYPOTEHESIS** | |
| Hypothesis testing of Proportion and Mean – Single and two tailed tests – Errors in  hypothesis testing – Measuring the power of hypothesis test - Chi-Square tests | | |
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| **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 | |
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| **Reference Books** | | |
| 1 | R P Hoods – Statistics for Business and Economics––MacMillan India Ltd | |
| 2 | David M. Levin,Timothy C.Krehbieland Mark L.Berenson ― Business Statistics  : A First Course‖, Pearson Education Asia | |
| 3 | Amir D. Aczel, Complete Business Statistics, Irwin McGraw-Hill. | |
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| **Course Code** | **CORPORATE COMMUNICATION** | | | | | CORE | |
| **Pre-requisite** | Basic knowledge of Business Communication | | | | |
| **Course Objectives:** | | | | | | | |
| The main objectives of this subject is:   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. | | | | | | |
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| **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  – BusinessEtiquette. | | | | | | | |
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| **Unit:2** | | | **UNDERSTANDING CORPORATE COMMUNICATION** | | | | |
| Understanding Corporate Communication – Employee Communication – Managing  Government Relations – Writing for Media and Media Relations | | | | | | | |
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| **Unit:3** | | | | **CORPORATE COMMUNICATION IN BRAND PROMOTION** | | | |
| Corporate Communication in Brand Promotion – Financial Communication – Crises  Communication. | | | | | | | |
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| **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. | | | | | | | |
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| **Unit:5** | | | | | **BUSINESS PRESENTATION** | | |
| Business Presentation: Written and oral presentation – Work – Team presentation –  Delivering the business presentation visual aids – Slides – Electronic presentation – Hand- | | | | | | | |

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| outs – Delivering the presentation – Career planning – Preparing Resume – Job applications –  Preparation for a job interview – Employment interviews – Follow-up. | | |
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| **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 | |



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| **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:   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. | | | | |
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| **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 | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **Unit:5** | **JOBS 2030** | | | |

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| 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. | |
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| **Text Book(s)** | |
| 1 | P. Kaliraj, T. Devi, Higher Education for Industry 4.0 and Transformation to  Education 5.0 |
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| **Reference Books** | |
| 1 | Alasdair Gilchrist. Industry 4.0: The Industrial Internet of Things, Apress  Publications |



Second Semester



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| **Course Code** | | | | **OPERATIONS MANAGEMENT** | CORE |
| **Pre-**  **requisite** | | | | Basic knowledge of Production process |
| **Course Objectives:** | | | | | |
| The main objectives of this course are to:   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. | | | | | |
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| **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. | | | | | | |
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| **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 | | | | | |
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| **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 | | | | | |
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| **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** | | | | |



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| 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. | | |
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| **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. | | |
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| **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, | |

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| **Course Code** | | **MARKETING MANAGEMENT** | CORE | |
| **Pre-requisite** | | Basic idea of Business Management |
| **Course Objectives:** | | | | | |
| The main objectives of this course are to:   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. | | | | | |
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| **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. | | | |
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| **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 | | | | | |
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| **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 | | | | | |
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| **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. | | | | | |
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| **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. | | | | | |
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| **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 | | | | | |
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| **Text Book(s)** | |
| 1 | Philip Kotler, Kevin Lane Kellar, 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 |
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| **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 |
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| **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 | | | | | |
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| **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 | | | | |
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| **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 toIndian Financial System - Role of SEBI in Capital Issues - Valuation of Bonds and Shares | | | | | |
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| **Unit:2** | **CAPITAL BUDGETING** | | | | |
| Capital Budgeting - Methods of appraisal - Conflict in criteria for evaluation - Capital  Rationing- Problems - Risk analysis in Capital Budgeting. | | | | | |
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| **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. | | | | | |
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| **Unit:4** | **CAPITAL STRUCTURE AND DIVIDEND** | | | | |
| Capital Structure theory - Net Income approach - Net Operating Income approach – MM  approach - Dividend policy - Types of Dividend policy. | | | | | |
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| **Unit:5** | **WORKING CAPITAL MANAGEMENT** | | | | |
| Working Capital Management: Definition and objectives - Working Capital policies – Factorsaffecting Working Capital requirements - Forecasting Working Capital requirements (problems)- Cash Management - Receivables Management and - Inventory Management - Working CapitalFinancing - Sources of Working Capital and implications of various  Committee Reports. | | | | | |
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| **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. |
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| **Reference Books** | | |
| 1 | Prasanna Chandra, Financial Management, Theory&Practice,Tata  McGraw Hill,NewDelhi. | |
| 2 | I.M.Pandey, Financial Management, Vikas Publishing,  New Delhi | |
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| **Course Code** | **HUMAN RESOURCE**  **MANAGEMENT** | | CORE | |
| **Pre-requisite** | Basics of Business management | |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   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 | | | | |
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| **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 | | | |
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| **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 ofHR departments - Line and staff functions - Role of HR  Managers. | | | | |
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| **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. | | | | |
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| **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 appraisalinterviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions and transfers. | | | | |
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| **Unit:4** | **COMPENSATION MANAGEMENT** | | | |
| Compensation & Managing quality - Establishing Pay plans: Basics of compensation - Factors determining pay rate – Currenttrends in compensation - Job evaluation - Pricing managerial and professional jobs -Computerised job evaluation.Pay for performance and Financial incentives: Money and motivation - Incentives foroperations employees and  executives - Organisation wide incentive plans - Practices in Indian organisations - Benefits | | | | |

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| and services : Statutory benefits - non-statutory (voluntary) benefits – Insurance benefits -  Retirement benefits and other welfare measures to build employee commitment | | |
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| **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. | | |
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| **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 |
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| **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. | |
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| **Course Code** | | **QUANTITATIVE TECHNIQUES** | CORE | |
| **Pre-requisite** | | Basic knowledge of Business Mathematics |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   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 | | | |
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| **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 | | | | |
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| **Unit:2** | **TRANSPORTAION AND ASSIGNMENT MODELS** | | | |
| Transportation model – Initial Basic Feasible solutions – Optimum solution for non –  degeneracy model – Trans-shipment Model – Assignment Model | | | | |
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| **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. | | | | |
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| **Unit:4** | **INVENTORY MODEL** | | | |
| Inventory Models – Deterministic – EOQ – EOQ with Price Breaks – Probabilistic Inventory  Models - Probabilistic EOQ model | | | | |
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| **Unit:5** | **SIMULATION AND DECISION THEORY** | | | |
| Simulation – Types of simulation – Monte Carlo simulation – Simulation problems -Decision | | | | |

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| Theory – Pay off tables – Decision criteria – Decision trees. | |
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| **Text Book(s)** | |
| 1 | KantiSwarup, Gupta And Man Mohan, Operations Research,  Prentice Hall of India |
| 2 | Hamdy A Taha, Operations Research – An Introduction, Pearson. |
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| **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 |
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| **Course Code** | **RESEARCH METHODS FOR MANAGEMENT** | CORE |
| **Pre-requisite** | Basic knowledge of Research Methodology |
| **Course Objectives:** | | |
| The main objectives of this subject are:   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:** | | |



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| 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. | |
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| **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. | | |
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| **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. | | |
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| **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. | | |
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| **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  andits applications. | | |
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| **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. | | |
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| **Text Book(s)** | | |
| 1 | William M. K. Trochim, James P. Donnelly, The Research Methods  Knowledge Base, Atomic Dog | |

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| 2 | | John W. Creswell, Research Design: Qualitative, Quantitative and  Mixed Methods Approaches, SAGE Publications, Inc |
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| **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 | |
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| **Course Code** | | **COMPUTER APPLICATIONS 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:   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 | | | | |
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| **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. | | | |
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| **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 formattingand Pivot tables etc. | | | |
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| **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. | | | |
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| **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. | |
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| **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 | |
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| **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 |
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| **Reference Books** | |
| 1 | Ed, Bott - Using Microsoft Office 2000 , PHI |
| 2 | OFFICE 2000 Complete – BPB Publications. |
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Third Semester



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| **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:   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. | | | | | |
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| **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 | | | | | | |
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| **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. | | | | | | |
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| **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. | | | | | | |
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| **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 | | | | | | |

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| 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. | | |
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| **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. | | |
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| **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 | |
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| **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 | |
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| **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:   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 | | | | |
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| **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. | | | |
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| **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. | | | |
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| **Unit:3** | **DECISION SUPPORT SYSTEMS AND ARTIFICIAL 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. | | | |
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| **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 | | | |
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| **Unit:5** | **SECURITY AND ETHICAL CHALLENGES** | | |
| Security and Ethical Challenges: IS controls - Facility control and procedural control - Risks | | | |

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| to online operations - Denial of service, spoofing - Ethics for IS professional - Societal  challenges of information technology. | |
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| **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

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| **Course Code** | | | | **INTEGRATED MARKETING COMMUNICATION (PROMOTION MANAGEMENT)** | ELECTIVE | |
| **Pre-requisite** | | | | Basic concepts of Marketing |
| **Course Objectives:** | | | | | | |
| The main objectives of this course are to:   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. | | | | | | |
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| **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 | | | | | |
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| **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. | | | | | | |
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| **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 | | | | | | |
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| **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 | | | | | | |
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| **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. | | |
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| **Unit:5** | | **SALES PROMOTION AND PUBLIC RELATIONS** |
| Sales Promotion: Objectives, tools, planning, implementation and control - Evaluation of sales promotion - Public Relations: Objectives, tools, media and message - Evaluation of  Public Relations. | | |
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| **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 | |
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| **Reference Books** | | |
| 1 | Bovee&Thill, Advertising Excellence, McGraw Hill International. | |
| 2 | Julian Cummin, Sales Promotion, Kogan Page | |



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| **Course Code** | **EXPORT MANAGEMENT** | | | ELECTIVE | |
| **Pre-requisite** | Basics of Export Trade | | |
| **Course Objectives:** | | | | | |
| The main objectives of this course are to:   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 | | | | | |
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| **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 | | | | |
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| **Unit:1** | | **INTRODUCTION TO EXPORT MANAGEMENT** | | | |
| Export Management: Definition, needand nature - Features of export management - Process of export management - Functions of an export manager - Organisation structure of an export  firm. | | | | | |
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| **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. | | | | | |
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| **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. | | | | | |
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| **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. | | | | | |
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| **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) | | |
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| **Text Book(s)** | | |
| 1 | Varshney&Battacharya - International Marketing Sultan Chand& Sons | |
| 2 | B.S Rathor - Export Management – Himalaya Publishing | |
| 3 | S. Shivaramu - Export Marketing – HimalayaPublishing | |
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| **Reference Books** | | |
| 1 | TAS Balagopal - Export Management – Himalaya Publishing | |
| 2 | Francis Cherunilam - International Trade and Export Management,  Himalaya Publishing | |
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| **Course Code** | | **CONSUMER BEHAVIOUR** | ELECTIVE | |
| **Pre-requisite** | | Basic idea of Marketing |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   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. | | | | |
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| **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 | | | |
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| **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. | | | | |
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| **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 | | | | |
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| **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 | | | | |
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| **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. | | | | |
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| **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. | | |
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| **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 | |
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| **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 | |



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| **Course Code** | | | **RURAL MARKETING** | ELECTIVE | |
| **Pre-requisite** | | | Basic concepts of Marketing |
| **Course Objectives:** | | | | | |
| The main objectives of this course are to:   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. | | | | | |
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| **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 | | | | |
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| **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. | | | | | |
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| **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. | | | | | |
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| **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 | | | | | |
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| **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. | | | | | |
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| **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 | | | | | |

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| 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. | |
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| **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 |
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### HUMAN RESOURCE

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| **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 | | | | |
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| **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 | | | | | |
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| **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 | | | | |
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| **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 | | | | |
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| **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 | | | | |
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| **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 | | | | |
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| **Unit:5** | | **PRACTICE** | | |
| Design the following for a manufacturing/ NGO/ Service organisation/ Educational Institution and prepare the document and make a presentation   * Study and design a recruitment and selection process for an organisation * Design a 3 days on boarding plan for an organization | | | | |
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| **Text Book(s)** | |
| 1 | Farr and Tippins, Handbook of Employee Selection, Routledge |
| 2 | Gareth Roberts, Recruitment And Selection, Jaico |
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| **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 |



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



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| **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 | | | | |
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| **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 | | | |
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| **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 | | | | |
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| **Unit:2** | **ORGANIZATIONAL CULTURE IN ENGAGEMENT** | | | |
| 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 | | | | |
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| **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 | | | | |
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| **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. | | | | |
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| **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 |
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| **Reference Books** | |
| 1 | Susan Stamm, 42 Rules of Employee Engagement |
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### FINANCE

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| **Course Code** | | **FINANCIAL SERVICES** | ELECTIVE | |
| **Pre-requisite** | | Basic understanding of Financial services |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   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 | | | | |
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| **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  serviceproblems | | | |
| Analyse the various issues of financial services to strengthen it | | | |
| Create interest to do research in the field of accounting | | | |
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| **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. | | | | |
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| **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 leasingproposals. | | | | |
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| **Unit:3** | **MUTUAL FUNDS** | | | |
| Mutual funds – Operations – Types - Performance measure of a mutual fund -  Regulation – SEBI guidelines for mutual funds | | | | |
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| **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. | | | | |
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| **Unit:5** | **MERGERS AND ACQUISITIONS** | | | |
| Mergers and Acquisitions - SEBI code on takeovers - Business failures and reorganisations -  Case Analysis, Review of relevant articles. | | | | |
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| **Text Book(s)** | |
| 1 | Dr.R.Shanmugam , Financial Services. |
| 2 | M.Y.Khan, Indian Financial Systems |
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| **Reference Books** | |
| 1 | K.Sriram, Hand Book of Leasing Hire Purchase & Factoring |
| 2 | R.M.Srivastava, Indian Financial System |



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| **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:   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 | | | | | | |
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| **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 | | | | | |  |
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| **Unit:1** | | | **INVESTMENT SETTING** | | | |
| Investment setting - Securities - Securities Market - Sources of investment  information - Security market indicators - Security Contract regulation Act. | | | | | | |
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| **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. | | | | | | |
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| **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. | | | | | | |
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| **Unit:4** | | | **TECHNICAL ANALYSIS** | | | |
| Company Analysis: Measuring Earnings - Forecasting Earnings - Applied valuation techniques - Graham and Dodds investor rations 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 | | | | | | |
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| **Unit:5** | | | | **PORTFOILO MANAGEMENT** | | |
| Portfolio - Construction - Diagnostics Management - Performance Evaluation - Portfolio revision - Case Analysis - Review of relevant articles. | | | | | | |
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| **Text Book(s)** | |
| 1 | Brown- Investment Management and Portfolio Analysis |
| 2 | Gitman -Fundamentals of Investing , Cengage |
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| **Reference Books** | |
| 1 | Graham and Dodd -Security Analysis –Valore Books |
| 2 | Clark Francis -Management of Investments –McGraw Hill |
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| **Course Code** | | **DERIVATIVES MANAGEMENT** | ELECTIVE | |
| **Pre-requisite** | | Basic understanding of capital markets and derivatives |
| **Course Objectives:** | | | | |
| The main objectives of this course are:   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 | | | | |
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| **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 | | | |
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| **Unit:1** | **DERIVATIVE MARKET** | | | |
| Derivatives - Common derivative products-Functions performed by derivatives market -  Risksassociated with derivatives- History of derivatives in India-Forward contract-Limitation of forward contract – Pricing of forward contract | | | | |
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| **Unit:2** | **FUTURE AND FORWARD CONTRACTS** | | | |
| Futures- Future contract specifications- Market participants in a futures contract- Hedging usingfutures 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 | | | | |
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| **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 | | | | |
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| **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 fromswaps - Rate anticipators | | | | |
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| **Unit:5** | **DERIVATIVE MECHANISM** | | | |
| Derivatives- Trading mechanism-Types of orders-Clearing & settlement of orders -  Regulation ofderivative market-Recent developments in Capital market. | | | | |

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| **Text Book(s)** | |  |
| 1 | John C. Hull, Futures & options and other derivatives , Pearson |
| 2 | ND Vohra& BR Bagri -Futures & options, Tata Ma Graw |
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| **Reference Books** | |
| 1 | A.N. Sridhar, Futures & options, Shroff Publishers & Distributors Pvt.  Limited, |
| 2 | S.N.Maheswari, Management Accounting, Vikas Publishing |
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| **Course Code** | | | | **BANKING REGULATIONS AND SERVICES** | ELECTIVE | | |
| **Pre-requisite** | | | | Basic understanding of Banking concepts |
| **Course Objectives:** | | | | | | | |
|  | The main objectives of this course are:   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 | | | | |  | |
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| **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 | | | | | | |
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| **Unit:1** | | | **BANKING SERVICES** | | | | |
| Banking services- Fund based business-Deposit Products – CASA and Team 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 | | | | | | | |
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| **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. | | | | | | | |
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| **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. | | | | | | | |
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| **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. | | | | | | | |
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| **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. | |
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| **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. |
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| **Reference Books** | |
| 1 | Muraleedharan. D, Modern Banking, PHI. |
| 2 | IyengarVijayaragavan ,Introduction to Banking, Excel Books. |

### SYSTEMS

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| **Course Code** | | **ELECTRONIC COMMERCE** | ELECTIVE |
| **Pre-requisite** | | Basic knowledge of Business Management and networks |
| **Course Objectives:** | | | |
| The main objectives of this course are to:   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 | | | | |
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| **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 | | | |
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| **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. | | | |
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| **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. | | | |
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| **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. | | | |
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| **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. | | | |
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| **Text Book(s)** | |
| 1 | Kamalesh 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,  PearsonEducation |



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| **Course Code** | | **SYSTEM ANALYSIS AND DESIGN** | ELECTIVE | |
| **Pre-requisite** | | Basic understanding of computers |
| **Course Objectives:** | | | | |
| The main objectives of this course are:   1. To align the system analysisand 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 | | | | |
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| **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 | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | |
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| **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 | |
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### PRODUCTION

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| **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. | | | | |
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| **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 | | | |
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| **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 | | | | |
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| **Unit:2** | **SYSTEMS AND PROCEDURES** | | | |
| Design of the systems and procedures: Product Decision and Process Selection – Design of  facilities. | | | | |
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| **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. | | | | |
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| **Unit:4** | **APPLICATION OF QUANTITATIVE MODELS AND PPC** | | | |
| Productivity Techniques – Application of quantitative models for production planning and  control – Process charts, network analysis. | | | | |
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| **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. | | | | |
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| **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 |



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| **Course Code** | | **INTEGRATED MATERIALS MANAGEMENT** | ELECTIVE | |
| **Pre-requisite** | | Basic knowledge of production management |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   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. | | | | |
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| **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. | | | |
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| **Unit:1** | **INTRODUCTION TO INTEGRATED MATERIALS MANAGEMENT** | | | |
| Introduction and Basic Concepts-Concept and significance of Integrated Materials  Management - Materials codification and computerization | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |

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| **Unit:5** | **ISSUES OF STORES PERFORMANCE AND TRANSPORTATION MANAGEMENT** |
| Practical problems in management of Dead Stocks, Surplus stocks and scraps – Evaluation of  Stores Performance - Materials handling and Transportation Management– Cases | |
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| **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 |
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### HEALTH CARE

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| **Course Code** | | **HOSPITAL OPERATIONS MANAGEMENT** | ELECTIVE | |
| **Pre-requisite** | | Basic knowledge of hospital administration |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   1. Transmit knowledge on the concepts of patient care services and front office services in hospitals. 2. Acquire knowledge onlab services, ward management and quality models in hospitals. 3. Develop strategic system and services related to health care sector | | | | |
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| **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., | | | |
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| **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 | | | | |
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| **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 | | | | |
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| **Unit:3** | **TQM IN HOSPITALS** | | | |
| Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM –  Accreditation – NABL – JCAHQ – Quality manual | | | | |
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| **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 | | | | |
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| **Unit:5** | **MAINTENANCE,COMMUNICATIONSYSTEM 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 | |
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| **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. |
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| **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 | | | | | |
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| **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 | | | | |
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| **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 | | | | | |
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| **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. | | | | | |
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| **Unit: 3** | | **PROJECT FORMULATION** | | | |
| Project formulation – Stages – Bottlenecks – Feasibility report – Financing arrangements –  Finalisation of projects – Implementation of schedule. | | | | | |
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| **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 | | | | | |
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| **Unit: 5** | **PROJECT SYSTEM AND PROCEDURES** |
| 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. | |
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| **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 |
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### ENTREPRENEURSHIP

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| **Course Code** | | **ENTREPRENEUR DEVELOPMENT** | ELECTIVE | |
| **Pre-requisite** | | Basic concepts of Business |
| **Course Objectives:** | | | | |
| The main objectives of this course are:   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 | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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 | | | | |

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| **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.Saravanavelu, Entrepreneurship Development,Eskapee publications |
| 2 | S.S.Khanka, Entrepreneurial Development, S.Chand & Company Ltd. |

### GENERAL

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| **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. | | | | |
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| **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. | | | |
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| **Unit:1** | **INTRODUCTION TO HOSPITALITY** | | | |
| Introduction – Concepts - Scope of the Hospitality Industry – Service and Product of  Hospitality – Careers in Hospitality Industry | | | | |
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| **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. | | | | |
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| **Unit:3** | **LODGING** | | | |
| Lodging – Dynamics of the Lodging Industry – Classification of Lodging properties – Marketing of Lodging services – Hotel management operation – Administrative Department  – Service Department | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **Text Book(s)** | |
| 1 | John R. Walker, Introduction of Hospitality Management Pearson Education  Inc , New Delhi |
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| **Reference Books** | |
| 1 | Kye-sung (Kaye) Chon, Raymond T. Sparrowe, Welcome to Hospitality –  an introduction, Cengage learning India (pvt) Ltd, New Delhi |
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| **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:   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. | | | | | |
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| **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 | | | | |
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| **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. | | | | | |
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| **Unit:2** | **DATA SCIENCE** | | | | |
| Data Science-A Discipline–Data Science Vs Statistics, Data Science VsMathematics, 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. | | | | | |
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| **Unit:3** | **BIG DATA** | | | | |
| Digital Data-an Imprint: Evolution of Big Data–What is Big Data–Sources ofBig Data. Characteristics of Big Data 6Vs – Big Data Myths - Data Discovery-5Traditional Approach,  Big Data Technology: Big Data Technology Process – Big Data Exploration - Data Augmentation – Operational Analysis – 360 Views of Customers – Security and Intelligence. | | | | | |
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| **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. | | | | | |
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| **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 - | | | | | |

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| Marketing – Retails – Insurance – Risk and Security – Health care. | |
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| **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 |
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### SHIPPING AND LOGISTICS

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| **Course Code** | | **LOGISTICS MANAGEMENT** | | ELECTIVE | |
| **Pre-requisite** | | | Basic knowledge of Distribution |
| **Course Objectives:** | | | | | |
| The main objectives of this course are to:   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 | | | | |
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| **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 | | | | | |
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| **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 | | | | | |
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| **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 | | | | | |
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| **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 | | | | | |
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| **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 | | | | | |
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| **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 |
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| **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:   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 | | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **Unit:4** | **EXIM FINACE** | | |
| 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 | | | |
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| **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 | | | |
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| **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

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| **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:   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 | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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 | | | | |
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| **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

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| **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 | | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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. | | | |
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| **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 | | | |
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| **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 |
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| **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 | | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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. |
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| **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 | | | | |
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| **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. | | | |
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| **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. | | | |
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| **Unit:3** | **CHANNEL MANEGEMENT IN OTHER CONTEXTS** | | |
| Channel Management by wholesalers and retailers – Retail formats – Franchise: Designing and  management – Telemarketing - e-marketing - e-tailing - Integrated distribution management | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 |



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| **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 | | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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. | | | |
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| **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 | | | |
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| **Text Book(s)** | |
| 1 | Berman and Evens, Retail Management, PHI |
| 2 | Gibson Vedamani, Retail Management, Jaico Books |
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| **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

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| **Course Code** | | **EMPLOYEE**  **DEVELOPMENT** | ELECTIVE | |
| **Pre-requisite** | | Basics of Human Resource Management |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   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 | | | | |
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| **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 | | | |
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| **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 | | | | |
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| **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 | | | | |
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| **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 | | | | |
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| **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 | | | | |
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| **Text Book(s)** | | | | |
| 1 | Noe, Raymond, Employee Training and Development, McGraw –Hill | | | |
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| **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 |



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| **Course Code** | | **CHANGE AND ORGANIZATIONAL 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 | | | | |
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| **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 | | | |
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| **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. | | | | |
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| **Unit:2** | **OD PROCESS** | | | |
| Operational Components of OD - Diagnostic, Action and Process - Maintenance  components. | | | | |
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| **Unit:3** | **OD INTERVENTIONS** | | | |
| OD - Interventions: - Team Interventions - Inter-group Interventions - Personal, Interpersonal  and group process interventions - Comprehensive interventions - Structural Interventions. | | | | |
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| **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 | | | | |
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| **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 |



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| **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 | | | | |
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| **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 | | | |
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| **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. | | | | |
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| **Unit:2** | **INDUSTRIAL DISPUTES** | | | |
| Industrial disputes - Causes - Handling and settling disputes - Employee grievances - Steps in  grievance handling - Causes for poor industrial relations - Remedies. | | | | |
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| **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. | | | | |
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| **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 | | | | |
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| **Text Book(s)** | |
| 1 | Shekar and Sinha, Industrial Relations, Trade Unions and Labour Legislation,  Pearson |
| 2 | Tripathi,P.C., Personnel Management & Industrial Relations |
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| **Reference Books** | |
| 1 | Mamoria C.B.,Dynamics of Personnel Management, HPH |
| 2 | Subbarao. P, Essentials of Human Resource Management and Industrial  Relations, HPH |

### FINANCE

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| **Course Code** | | **INTERNATIONAL FINANCIAL MANAGEMENT** | ELECTIVE | |
| **Pre-requisite** | | Basic understanding of Financial Management concepts |
| **Course Objectives:** | | | | |
| The main objectives of this course are:   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 | | | | |
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| **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 | | | |
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| **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. | | | | |
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| **Unit:2** | **DERIVATIE 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. | | | | |
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| **Unit:3** | **FINANCING MNCs** | | | |
| Financing MNCs: International financing and capital markets- Euromarkets – Cost of capital  and foreign investments. | | | | |
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| **Unit:4** | **FOREIGN INVESTMENT ANALYSIS** | | | |
| Foreign Investment Analysis:International portfolio investment-corporate strategy and  Foreign Direct investment- Capital budgeting for MNCs | | | | |
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| **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. | | | | |
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| **Text Book(s)** | |
| 1 | Alan C. Shapiro, Multinational Financial Management, Wiley India |
| 2 | Eun / Resnick, International Financial Management Tata  McGraw Hill |
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| **Reference Books** | |
| 1 | Levi. D Maurice, International Finance, McGraw Hill New Delhi. |
| 2 | Jain P.K. and others, International Financial Management McMillan Co. |



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| **Course Code** | | | | **PRINCIPLES OF INSURANCE** | ELECTIVE | | |
| **Pre-requisite** | | | | Basic understanding of Insurance concepts |
| **Course Objectives:** | | | | | | | |
|  | The main objectives of this course are:   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. | | | | |  | |
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| **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 | | | | | | |
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| **Unit:1** | | | **RISK EVALUATION** | | | | |
| Risk – Risk identification and evaluation - Property and liability Loss exposures - Life, Health, andLoss of Income exposures and non insurance risk management techniques -  Selecting and implementing Risk management techniques. | | | | | | | |
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| **Unit:2** | | | **RISK MANAGEMENT** | | | | |
| Property and liability Risk Management- Risk Management of commercial property - Businessliability and risk management insurance – Worker‟s compensation and alternative  riskmanaging. | | | | | | | |
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| **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 containmentadvances in driver and auto safety - Risk management of home owners policy coverage- Perilscovered by the policy – Flood Insurance- Personal articles floater -Personal  risk management | | | | | | | |
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| **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 - Healthexpense insurance - Disability income insurance - Heath insurance policy provisions – Health care reforms – Annuities - Structures of annuities - Annuity characteristics - Annuity  taxation – Employee‟sbenefits- Health and retirement benefits. | | | | | | | |
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| **Unit:5** | **ROLE OF IRDA** |
| Life and General insurance industry in India – IRDA Act- Investment norms – Protection  ofpolicy holders Interest | |
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| **Text Book(s)** | |
| 1 | Scoh 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. |
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| **Course Code** | | | **COST MANAGEMENT** | ELECTIVE | |
| **Pre-requisite** | | | Basic understanding of accounting concepts |
| **Course Objectives:** | | | | | |
| The main objectives of this course are:   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 | | | | | |
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| **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 | | | | |
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| **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. | | | | | |
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| **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. | | | | | |
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| **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. | | | | | |
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| **Unit:4** | **DECENTRALISATION AND RESPONSIBILITY ACCOUNTING** | | | | |
| Decentralisation and Responsibility Accounting -Performance Evaluation-Investment  Centers - Transfer pricing - Setting transfer prices. | | | | | |
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| **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. | | | | | |
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| **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 |
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| **Reference Books** | |
| 1 | JawaharLal , Cost Management,Tata McGraw Hill |
| 2 | J. Batty, Management Accounting, London Mc Donald &Evans |
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| **Course Code** | | | | **BANKING RISK MANAGEMENT** | ELECTIVE | |
| **Pre-requisite** | | | | Basic understanding of Banking |
| **Course Objectives:** | | | | | | |
| The main objectives of this course are:   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. | | | | | | |
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| **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 inBanking to resolve Banking Problems | | | | | |
| Create interest to do research in the field of Banking | | | | | |
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| **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 – Organizationalstructure for risk management in banks – Risk management process –  ALCO. | | | | | | |
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| **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. | | | | | | |
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| **Unit:3** | | | **INTEREST RATE RISKS** | | | |
| Interest Rate Risk- Categories – Theories on interest rates: Pure ExpectationTheory.Liquidity Preference Theory and Market Segmentation Theory - Methods used for measuringInterest Rate Risk: Traditional & Standardized Gap Analysis and its pros and cons - Duration Gap Analysis and its prosand 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 Swamps, on balance sheet techniques and off-balance sheet techniques. | | | | | | |
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| **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. | | |
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| **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). | | |
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| **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. | |
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| **Reference Books** | | |
| 1 | Dun Bradstreet, Financial Risk Management. Tata McGraw Hill. | |
| 2 | Vivek, Asthana P.N, Financial Risk Management. HPH | |
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### SYSTEMS

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| **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 | | | | |
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| **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 | | | |
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| **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. | | | | |
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| **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 | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | |
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| **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 andQuality Assurance", Tata McGraw Hill. | |
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| **Reference Books** | | |
| 1 | James O. Coplien and Neil B. Harrison, Organizational Patterns of Agile  Software Development | |
| 2 | CemKaner, Jack Falk, and Hung Q. Nguyen, Testing Computer software | |
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| **Course Code** | | **ENTERPRISE RESOURCE PLANNING** | ELECTIVE | |
| **Pre-requisite** | | Basic understanding of HRM and computers |
| **Course Objectives:** | | | | |
| The main objectives of this course are:   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 | | | | |
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| **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 | | | |
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| **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. | | | | |
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| **Unit:2** | **ERP MODULES** | | | |
| ERP Modules – Manufacturing – Plant maintenance – Materials Management – Quality Management – Operations and Maintenance – Human Resources - Finance – Marketing –  Sales Distribution and services. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **Text Book(s)** | |
| 1 | Alexis Leon, Enterprise Resource Planning, TMH |
| 2 | Joseph A. Brady, Concepts in Enterprise Resource Planning, S. Chand & Co. |
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| **Reference Books** | |
| 1 | Mary Sumner , Enterprise Resource Planning, Pearson |
| 2 | David L. Olson, Managerial Issues in ERP System, TMG |

### PRODUCTION

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| **Course Code** | | **TOTAL QUALITY MANAGEMENT** | ELECTIVE | |
| **Pre-requisite** | | Basic knowledge of production management |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   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. | | | | |
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| **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. | | | |
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| **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 | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | |
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| **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 | |
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| **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 |
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| **Course Code** | | **SUPPLY CHAIN MANAGEMENT** | ELECTIVE | |
| **Pre-requisite** | | Basic knowledge of marketing and ICT |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   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. | | | | |
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| **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. | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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 | | | | |
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| **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. | |
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| **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. | |
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| **Text Book(s)** | |
| 1 | B.S. Sahay, Supply Chain Management - For Global Competitiveness -  Macmillan India Limited |
| 2 | Sunil Chopra and Peter Meindle “Supply Chain Management: Strategy,  Planning and Operation”, Pearson Higher Education, New Delhi |
| **Reference Books** | |
| 1 | Sunil Chopra and Peter Meindal, -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 |
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### HEALTH CARE

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| **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 | | | | |
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| **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 | | | |
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| **Unit: 1** | **CONCEPTS,THEORIES AND ISSUES RELATED TO HEALTHSECTOR** | | | |
| 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. | | | | |
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| **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 | | | | |
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| **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. | | | | |
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| **Unit: 4** | **HEALTH INSURANCE AND MANAGEMENT** |
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| 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. | |
| **Unit: 5** | **INSURANCE MODELS** |
| 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) | |
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| **Text Books** | |
| 1 | Rajiv Jain and RakhiBiswas, 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  UniversityPress |
| 3 | Piggot, Carolyn Semple, Business Planning for Health Care Management, UK  Open University Press |
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| **Course Code** | | **INTERNATIONAL HEALTH MANAGEMENT** | ELECTIVE |
| **Pre-requisite** | | Basic knowledge of hospital administration |
| **Course Objectives:** | | | |
| The main objectives of this course are:   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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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. | |
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| **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. |
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### ENTREPRENEURSHIP

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| **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. | | | |
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| **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 | | | |
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| **Unit:1** | **STARTING THE PROCESS** | | |
| Starting the Process – The Successful Business - Getting Your Plan Started - Making Your  Plan Compelling | | | |
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| **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. | | | |
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| **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. | | | |
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| **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 | | | |
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| **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 - | | | |

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| 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. | |
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| **Text Book(s)** | |
| 1 | Abrams, Rhonda, „Successful Business Plan‟ , |
| 2 | Jason Fried & David Heinemeer Hansson , „Rework‟- |
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| **Reference Books** | |
| 1 | Marty Cagan,Inspired: How to Create Products Customers Love |
| 2 | Steve Johnson, „Where Good Ideas Come From‟ |

### GENERAL

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| **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 | | | |
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| **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 | | | | |
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| **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. | | | |
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| **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. | | | |
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| **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. | | | |
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| **Unit:4** | **STRATEGIC PLANNING** | | |
| Strategic market planning - Development and assessment of market plan. | | | |
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| **Unit:5** | **STRATEGIC ALTERNATIVES** | | |
| Strategic alternatives arising from environment, competition and defined objectives - Pricing  objectives - Evaluation of event performance - Measuring performance & correcting deviations | | | |
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| **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 |
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| **Reference Books** | |
| 1 | Kotler.P., Marketing Management, Analysis, Planning, Implementation and  Control, Prentice Hall |
| 2 | AvrichBarry, Event and Entertainment, Delhi, Vision Books |
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| **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:   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. | | | | |
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| **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 | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **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. | | | | |
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| **Unit:5** | | **DATA ANALYTICS CASE STUDIES** |
| Data Analytics Case Studies – Marketing – Logistic Management – Insurance  – Behavioural Analytics – Data Analytics on Diamond Dataset. | | |
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| **Text Book(s)** | | |
| 1 | V. Bhuvaneswari, 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 | |
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| **Reference Books** | | |
| 1 | Sholom Weiss, et.al, The Text Mining Handbook: Advanced Approaches in  Analysing Unstructured Data, Springer. | |
| 2 | Emmanuel Paradis, R for Beginners. | |
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### SHIPPING AND LOGISTICS

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| **Course Code** | | **GLOBAL SUPPLY CHAIN MANAGEMENT** | ELECTIVE | |
| **Pre-requisite** | | Basic knowledge of Physical Distribution |
| **Course Objectives:** | | | | |
| The main objectives of this course are to:   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 | | | |
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| **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 | | | | |
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| **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 | | | | |
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| **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 | | | | |
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| **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 – Roleof IT in Co-ordination | | | | |
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| **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 | | | | |

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| **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 |
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| **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 |



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| **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 | | | | |
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| **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. | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 | | | |
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| **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 |