



EXECUTIVE MBA HR & INTERNATIONAL BUSINESS

(EMBAHIB) CURRICULUM

I Semester

PAPERS CODE	PAPERS NAME	INTERNAL	EXTERNAL	TOTAL
EMBAHIB101	Fundamentals of Management	40	60	100
EMBAHIB102	Organizational Behavior	40	60	100
EMBAHIB103	Managerial Economics	40	60	100
EMBAHIB104	Accounts for Managers	40	60	100
EMBAHIB105	Business Environment	40	60	100
EMBAHIB106	International Economics	40	60	100
EMBAHIB107	Organization Development	40	60	100
Total		280	420	700

II Semester

PAPERS CODE	PAPERS NAME	INTERNAL	EXTERNAL	TOTAL
EMBAHIB201	Human Resource Management	40	60	100
EMBAHIB202	Marketing Management	40	60	100
EMBAHIB203	Financial Management	40	60	100
EMBAHIB204	Employee Welfare and Compensation Management	40	60	100
EMBAHIB205	Foreign Trade Management	40	60	100
EMBAHIB206	Human Resource Information Management System (HRIMS)	40	60	100
EMBAHIB207	Foreign trade management	40	60	100
	Project Work & Case Study			100
Total		280	420	800

--	--	--	--	--

INTERNATIONAL ECONOMICS

Objective: To familiarize the students with international trade theories, technical terms, international movements and forms of protection in international trade.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars.

UNIT – I

International Trade- Internal & International Trade – Economic growth and International Trade – Features of International Transactions – International Trade Theories – Comparative cost theory – Opportunity cost theory- H.O Theory – International Trade Equilibrium.

UNIT – II

Gains from international trade – Terms of Trade – Technical progress and Trade – Balance of Payments & Balance of Trade – Balance of Payments – Indian Perspectives – Trade Restrictions & Economic Development – International Cartels.

UNIT – III

International Capital Movements: Meaning, Types of International Capital Movements, Factors Effecting, Private Foreign Investment & MNCs.

UNIT – IV

Foreign Trade Policy – Free Trade – Protection Trade Policy – Tariffs: Types & Effects – Non-Tariff Barriers (NTBs) – Classification & Effects.

UNIT – V

International Payments – Methods, Euro Dollar Market-International liquidity-Devaluation-International Lending and the World debt crises.

UNIT – VI

International Economic Development & Co-operation- Development of under developed countries- United Nation's Financial Programs-Economic Union and communities.

REFERENCES:

1. International Economics: Kindleberger's
2. International Economics: Paul R. Krugman
3. WTO Annual Reports, Geneva.
4. Pomfret, R, International Trade, Blackwell, Cambridge, USA 1993.
5. Sodersten B and Reed G, International Economics, Mac Millan 1994
6. Paul R. Krugman and Obsfeld M, International Economics, Harper Collins, 1991

FOREIGN TRADE MANAGEMENT

Objective: This course intend to equip the students with the various foreign trade procedures and documentation and familiarize them with the trading and administration of foreign exchange.

UNIT – I

Export Trade Control: Different categories of Exporters – Export procedures and formalities – Role of

ECGC in export promotion – Deemed exports and its benefits.

UNIT – II

Registered Exporters: Definition of export House and Trading House – Incentives given to Free trade Zones and 100% EOU's – salient features and benefits – Norms governing the establishment and governing of the units – Special Economic Zones (SEZs) – Project exports and consultancy exports.

UNIT – III

Import Trade Control : License – Duty Entitlement Passbook Scheme – Harmonized IEC code number adopted for classification of import trade control items – Imports of capital goods under EPCG scheme – Import of raw material and components under OGL actual user condition – Import for stock and sale - Restricted and Banned items for imports – Canalisation of Imports and various canalizing agencies.

UNIT – IV

World Trade Organisation: GATT – Establishment of WTO – The Uruguay Round Packages – Organisational Structure – Agreements – TRIPs, TRIMs & GATS – India and WTO.

UNIT – V

Foreign exchange – Administration of Foreign exchange - Foreign exchange transactions – purchases and sales transactions – Authorized dealers – Foreign currency accounts – Multinational Banking. Foreign exchange MARKET – Functions – Exchange rates – Exchange quotations – spot and forward transactions
– Merchant rates – TT selling rate- TT Buying rate-Forward exchange contract-features of forward exchange contract.

UNIT – VI

Inter Bank Deals – cover deals trading, SWAP Deals – Arbitrage operations-Managing Foreign exchangereserves- Fiscal and Monetary policies in India – Devaluation – pros and cons.

REFERENCES

1. T.A.S Balagopal, Export Marketing, Himalaya Publications, Mumbai.
2. M. I. Mahajan, A Guide on Export Policy Procedure: and Documentation
- 3 Maurice.D. Levi, International Finance
4. Ian H.Giddy , Foreign Exchange, International Finance :
5. C.Jeevanandham, Foreign Exchange and Risk Management, Sulthan Chand publications, new Delhi.
6. Rajavade, A V, Foreign Exchange, International finance and Risk Management, Prentice Hall of India, New Delhi.
7. WTO Annual Reports, Geneva.

CourseObjective:**TotalPeriods:20(2Credits)**

The course seeks to encourage an all round development of students by focusing on soft skills. It aims to make student aware about the importance, the role and the content of soft skills through instruction, knowledge acquisition, and practice. The course has the objective to develop and nurture the soft skills that help develop student as a team member, leader, and all round professional. Students are encouraged to follow these skills as self study and self driven process.

CourseStructure:

- ↪ Self Development and Assessment, Self-Assessment, Self-Awareness, Perception and Attitudes, Values and Belief System, Personal Goal Setting, Career Planning, Self-Esteem, Building of Self-Confidence,
- ↪ Components of communication, Principles of communication barriers, listening skills Verbal Communication, Includes Planning, Preparation, Delivery, Feedback and Assessment of activities like Public speaking, Group Discussion, Oral Presentation skills, Perfect Interview, Listening and observation skills, Body language
- ↪ Written Communication, Technical Writing – Technical Reports, Project Proposals, Brochures, Newsletters, Technical Articles, Technical Manuals, Official/Business Correspondence, Business letters, Memos, Progress report, Minutes of meeting, Event reporting, Use of style, Grammar and Vocabulary for effective technical writing, Use of: Tools, Guidelines for technical writing, Publishing,
- ↪ Use of Presentation graphics, Use of Presentation aids, Study of communication.
- ↪ Ethics and Etiquettes, Business Ethics, Etiquettes in social as well as Office settings, Email etiquettes, Telephone Etiquettes, Managerial ethics and ethics as a management professional, Civic Sense.
- ↪ Other Skills: Managing time, Meditation, Understanding roles of manager and their Responsibility, Exposure to work environment And culture in today's job Places, Improving Personal Memory, Study skills that include Rapid reading, Note taking, Complex problem solving, creativity.

REFERENCE

1. YouCanWin :ShivKhera,MacmillanBooks
2. 7HabitsofHighlyeffectivepeople:StephenCovey,FreePress
3. BusinessCommunication,BuildingCriticalSkills:KittyLocker&Kaczmarek,McGraw-Hill/Irwin
4. JohnCollin :PerfectPresentation,VideoArtsMarshal
5. JennyRogers :EffectiveInterviews,VideoArtsMarshal
6. RamanSharma :TechnicalCommunications,Oxford
7. SharonGerson,StevenGerson:TechnicalWritingProcessAndProduct,Pearson,EducationAsia,LPE
8. R.Sharma,K.Mohan,:BusinessCorrespondence&ReportWriting,TAGMcGrawHill
9. VideoForTechnicalEducationCatalog:NationalEducationandInformationFilmsLtd.,Mumbai.
10. ManagementTraining&DevelopmentCatalog:NationalEducation&InformationFilmsLtd.Mumbai.
11. XEBEC,PresentationBook1,2,3:TataMcGraw-Hill
12. TimHindle :ReducingStress,EssentialManagerSeriesDK,Publishing
13. SheilaCameron :BusinessstudentHandbook,PitmanPublishing
14. Dr.R.L.Bhatia :ManagingtimeforcompetitiveEdgeLorayneLucas,“MemoryBook”
15. RobertHeller :Effectiveleadership,EssentialManagerseriesDK,PublishingNewstrom
16. KeithDavis :OrganizationalBehaviorTataMcGraw-Hill

Course Objective:**Total Periods: 40 (4 Credits)**

This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemmas in management practices.

Course Structure:

- **Introduction**- Concept of Goals, Resources, Efficiency & Effectiveness; Introduction to Management discipline and activity, Managerial Roles and Skills
- **Management Thought and Thinkers**-Details: Scientific Management (F.W.Taylor, Gantt, Gilbreth.); Classical Organization Theory (Henry Fayol, C.I.Barnard, M.P.Follet, Max Weber); Neo-Classical Theory (Human Relations Movement & Hawthorne Experiments, Behavioural Theory, Social Systems Theory- Niklas Luhmann) Systems Approach; Contingency Approach
- **Decision Making**- Phases, steps of Decision Making; Nature of managerial decision making and its types; Conditions of Certainty, Risk and Uncertainty; Bounded rationality (Herbert Simon); Barriers to decision making; Individual and Group Decision making.
- **Management Process (A)- Planning** (its Nature Scope; Steps; Principles; Types of plans); **Organizing** (Structural and Systemic dimensions; Authority, Responsibility & Accountability; Work division; Span of Management; Delegation; Decentralization; Coordination; Formal & Informal Organizations; Forms of Formal Organizational Structures, Importance of Direction)
- **Management Process (B)- Communication** (its Importance; Types; Process; Channels; Barriers; Communication Network in organizations-vertical, horizontal, diagonal & informal)
- **Controlling** (its Meaning, Steps, Importance, Sources, Designing the control process, Effectiveness of Control Systems)
- **Issues of Relevance**-Transnational environment and perspectives of business, Quality Management – basic insights of prominent thinkers, Quality of Work Life (QWL); Japanese Management, Search for Excellence. Human Values in Management – Indian perspectives, values for managers, ethical dilemma in Management, Self – development, lessons from Ancient Indian traditions.

REFERENCE

1. James F. Stoner, et al : Management, Pearson Education Delhi
2. Harold Koontz Heinz Weihrich: Management, Tata McGraw Hill Pub. Co., Delhi
3. R.N. Singh : Management Thought & Thinkers, S.C.&Co., Delhi
4. S.K. Chakraborty : Management By Values, Oxford Univ. Press, Delhi
5. Amitai Etzioni : Modern Organizations, PHI, New Delhi
6. D.R. Prasad, V.S. Prasad & P. Satyanarayana: Administrative Thinkers, Sterling Pub. Delhi
7. Principles of Management : George R. Terry & S.G. Franklin, AITBS, Delhi
8. Essentials of Management : Joseph L. Massie, PHI, New Delhi

PATTERN OF EXAMINATION:	Marks
<p>The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.</p>	70
<p>Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation</p>	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the firm level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Course Structure:**→ Nature and Scope of Economics-**

Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle.

→ Demand Analysis and Demand Forecasting- Theory of Demand. Types of Demand and their characteristics. Utility Analysis. Cardinal Utility and Ordinal Utility. Elasticity of Demand and its measurement. Price Elasticity. Income

Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and

Elasticity of Demand. Techniques of Demand Forecasting.

→ Indifference Curve Analysis- Concept and Properties of Indifference Curves. Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption Curve. Derivation of Demand Curve. Superiority of Indifference Curve Analysis over Utility Analysis.**→ Cost Analysis-** Concept of Cost and Cost Classification. Accounting Cost and Economic

Cost. Law of Variable proportions - Increasing, Decreasing and Constant Returns. Cost output relationship in the short-run. Cost output relationship in the Long-run. Production Functions. ISO-Cost Curves and their significance in cost analysis. Economies of Scale. Least Cost Combination Concept.

→ Market Structure and Product Pricing-

Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Price of a Product under demand and supply forces. Equilibrium Price. Price behaviour and time element. Market Price and Normal Price. Pricing under Perfect Competition. Prices under short-run and Long-run. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices.

→ Factor Pricing- Pricing of labour as a factor of production. Marginal productivity theory of factor pricing.**→ Profit Analysis and Profit Forecasting-** Concept of Profit. Accounting Profit and Economic profit. Theories of Profit. Dynamic Theory of Profit. Risk and Uncertainty-Bearing Theory of Profit. Innovation Theory of Profit. Profit Forecasting and Management of Profit. Profit Standards and the problems relating to Profit Maximization.**→ National Income-** Definition of national income. Product and money flows. Measurement of National Income - Net output or value method. Factor Income method. Expenditure method. Choice of Methods. Growth and composition of India's National Income.**→ Recent Economic Issues and Developments:****REFERENCE:**

1. Thomas & Maurice : Managerial Economics - Concepts and Applications, Irwin Professional Pub
2. Haynes, Mote & Paul : Managerial Economics, McGraw Hill Publication
3. Dean Joel : Managerial Economics, Prentice-Hall
4. Gupta G.S. : Managerial Economics, Tata McGraw Hill Publication

5. Koutsoyiannis A :Modern Microeconomics. Macmillan,
6. Diwedi D.N. :Managerial Economics, Pearson Education India
7. Petersen, Lewis and Jain: Managerial Economics. Pearson Education India
8. Salvatore Domonik :Principles of Microeconomics, Prentice-Hall
9. Varshney & Maheshwari: Managerial Economic, Sultan Chand & Sons
10. Stonier & Hague :A Text Book of Economic Theory, Pearson
11. Mankiw :Economics-Principles and Application, Cengage Learning.
12. Slowman & Sutcliffe :Economics for Business, Pearson Education

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

The course aims at providing an overview of various dimensions of business environment. It seeks to familiarize the students with various aspects of economic, social, political & cultural environment of India. It intends to provide a deeper understanding of the environmental factors as they influence the Indian business enterprises. Case studies as pedagogical tool would be used to introduce the students to the environment in which the businesses operate.

Course Structure:

- ➔ **Introduction-** Concept, Characteristics, dimensions and relevance of Business environment. Types of environment: internal & external environment, micro and macro environment.
- ➔ **Globalization & its impact on Indian Economy-** Meaning & levels of globalization, Factors Influencing Globalization, Globalization strategy for a company, Globalization in India.
- ➔ **Economic Environment-** Nature and Structure of Indian Economy. Development strategies of economic development in India since Independence. Economic Planning and control in India. Broad policies and strategies relating to Agriculture, Industry, SMEs, KVIC, etc and their effects on business. Effects of Monetary policy, Fiscal Policy, Union & State Budget on business. Macroeconomic scenario and its appraisal in the pre and post Reform period.
- ➔ **Political and Legal Environment-** Basic tenets of the Indian Constitution, Review of functions of Political institution in India - Legislature, Executive & Judiciary, their influence on Indian Business, Centre-State relationship evolving role of state/government.
- ➔ **Social & cultural environment in India-** Salient features of Indian society – class & caste structure of Indian society, Secularism in Indian Society, Rural – Urban differences, Joint family system, Business Participation in social & cultural affairs, Size & growth rate of population, Age structure of population, Demographic dividend & its impact on business & growth. Effects of society and culture on business.
- ➔ **Technological Environment-** Changing technological environment in India, in house R&D in Indian Industries, difference in the level of science & technology across countries.
- ➔ **Natural Environment-** Environmental protection & sustainable Industrial development, Environmental Degradation, Environmental policy, EMS Standard, ISO 1400, Environmental Auditing, clearance by permissions for establishing an Industry Environmental, concerns in developing countries
- ➔ **Issues of Relevance-** Public & private sector in Indian Economy – their division, role, performance & problems, Privatization & disinvestment - meaning, rationale & evolution of privatization policy in India, Joint sector & co-operative sector.

REFERENCE:

1. N.K.Sharma: Business Environment in India, Pinnacle Technology
2. K.Ashwathappa: Essentials of business Environment, McGraw Hill Education
3. F.Chernillam: Business Environment, Himalaya Publication
4. Dutt & Sundaram: Indian Economy, S.Chand Publisher
5. Vatsyanam: Indian Society & Social Institutions, Atlantic Publishers

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternative sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

Course Structure:

- **Statistics: An Overview**-Importance for learning statistics for managers. Statistical thinking and analysis, Types of Statistical Methods, Importance and scope of statistics, especially in Business Management
- **Fundamentals of Probability**-Concept of probability, Definition of probability, Counting rules for determining the number of outcomes, Rules of probability and algebra of events. Probability tree diagram, The Bayes' Theorem
- **Probability Distributions**-Probability distribution function, Cumulative probability distribution function, Expected value and variance of a random variable, discrete probability distributions – Binomial and Poisson, Continuous probability distribution – Normal, Approximation of Binomial and Poisson distribution of Normal distribution
- **Statistical Decision Theory**-Steps in decision theory approach. Types of decision making environments, decision making under uncertainty, Decision making under risk, Posterior probabilities and Bayesian analysis, Decision tree analysis
- **Measure of Central Tendency**-Objectives of averaging. Requisites of measure of central tendency. Mathematical averages – arithmetic mean (simple and weighted), geometric mean, harmonic mean. Averages of position-median and mode. Partition values- quartiles, deciles and percentiles. Relationship between mean, median and mode. Comparison between measures of central tendency.
- **Measure of Dispersion**-Significance of measuring dispersion (variation). Classification of measure of dispersion. Distance measures- range and interquartile range or deviation. Averaged deviation measures- mean absolute deviation, Variance and standard deviation. Chebyshev's theorem. Coefficient of variation. Skewness, Moments and Kurtosis: Measures of Skewness, Moments – moments about mean, moments about arbitrary point, moments about zero or origin. Measures of Kurtosis.
- **Importance of Index Numbers in business studies**: Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.
- **Analysis of Time Series**: Components of a Time Series. Determination of secular Trend and Seasonal Variations in business data. Least Squares Method as a Tool for Forecasting.
- **Test of Significance and its Designing**: Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits.
- **Tests of Variables and Proportions**: Student's 't' test in small samples. Application of X^2 test. Testing of coefficient of Correlation. Analysis of Variance. Latin Square Design
- **Correlation and Regression Analysis**: Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.

REFERENCE

1. Alan Bryman, Emma Bell : Business Research Methods, Oxford University Press
2. Donald R, Cooper, Pamela S Schindler: Business Research Methods, Tata McGraw-Hill Education

3. Mark Saunders, Philip Lewis, Adrian Thornhill: Research Methods for Business Students, Prearsons Education India
4. Levin R I & Rubin D. S. : Statistics for Management, PHI, New Delhi
5. Davis & Pecar : Business Statistics using Excel, Oxford University Press
6. Sharma J. K. : Business Statistics, Pearson, New Delhi
7. Beri : Statistics for Management, TMH, New Delhi
8. Gupta S. P. & Gupta M. P. : Business Statistics, S Chand & Sons, New Delhi.

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of items presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the student an expert accountant.

Course Structure:

→ **Financial Accounting:** Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts

- Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality. Difference between accounting concepts and conventions. Indian Accounting Standards. Difference between traditional and modern accounting.

→ **Orientation in Accounting:** Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparation of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. Segment Reporting. International Financial Reporting Standards. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).

→ **Analysis of Financial Statement:** Financial Statements - Meaning, Nature and Limitations. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical vs. Horizontal Analysis. Internal Vs. External Analysis. Trend percentages and Common size statement.

→ **Techniques of Financial Analysis:** Accounting Ratios - Meaning, Significance and Limitations. Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/turnover Ratios and Profitability Ratios. **Du-point Analysis.** Funds Flow Statement - Meaning and Need. Preparation and Interpretation. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.

→ **Valuation of Assets:** Valuation of Shares - Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.

→ **Price Level Changes and Accounting:** Problems created by changing price level. Introduction to approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost.

→ **Current Issues:** Forensic Accounting, Money Laundering, Financial Intelligence.

REFERENCE

1. H.G. Guthman: Financial Statements Analysis, PHI
2. Myer : Financial Statements Analysis PHI
3. Robert Anthony & Reece: Management Accounting-
4. Text & Cases, Richard D. Irwin, Morton Backer
5. : Modern Accounting Theory, PHI Roy, A. Foulke: Financial Statement Analysis, McGraw-Hill
6. Shukla & Grewal : Advanced

Accounts , S. Chand
&Company Limited
7. Mukherjee & Roy: Studies in
Accounting Theory
World Press Pvt. Ltd. Calcutta
Course Objective:

8. Jain & Narang: Advanced Accountancy, Kalyani Publishers
9. Khan & Jain: Management Accounting, Tata McGraw-Hill Education
10. Bhandari & Kulshrestha : Essays in Accounting, Sahitya Bhawan
11. Roy G.D. : A Survey of Accounting Ideas , Alpha Pub. Concern
12. Sehgal A., Sehgal D.: Taxman's Financial Accounting
13. Bhattacharya S.K. & Dearden : John : Accounting for Management, Vikas Pub House

Total Periods: 40 (4 Credits)

PATTERN OF EXAMINATION:		Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation		30
Total Marks		100

Course Objective:**Total Periods: 40 (4 Credits)**

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective.

Course Structure:**1. Conceptual Framework of Marketing:**

Concept, Meaning, definition, nature, scope and importance of marketing; Marketing concept and its evolution;

2. Core concepts of marketing–

→ Need, Want, Desire, Benefits, Demand, Value, Exchange,

→ Goods–Services Continuum, Product, Market

→ Customer Satisfaction, Customer Delight.

→ Approaches to Marketing–Product–Production–Sales–Marketing–Societal–Relational. Concept of Marketing Myopia.

Selling versus marketing.

→ Holistic Marketing Orientation & Customer Value

→ Adapting marketing to new liberalised economy-

Digitalisation, Customisation, Changing marketing practices

3. Market Analysis and Selection:

→ Nature, Process and Contents of Marketing Plan - Marketing environment – macro and micro components and their impact on marketing decisions; The changing marketing environment, Controllable and Uncontrollable factors effecting

marketing decisions, Analyzing needs and trends in Political, Economic, Socio-cultural and

Technical Environment – PEST Analysis, Micro Environment –

Industry & Competition. Concept of Market Potential & Market Share

→ Concept, Characteristics of consumer and organizational markets, Buyer Behaviour, 5 step Buyer decision process

→ Definition, Need & Benefits. Bases for market segmentation of consumer goods, industrial goods and services. Segment, Niche & Local Marketing, Effective segmentation criteria, Evaluating & Selecting

→ Target Markets, Concept of Target Market and

→ Positioning and differentiation strategies, Concept of positioning–Value Proposition & USP.

→ Marketing Information System, Strategic marketing planning and organization.

3. Marketing Mix:

→ **Product Decision-** Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – strategic implications; New product development and consumer adoption process.

→ **Price Decision-** Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

→ Place Decision-

Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system-

Functions and flows; Channel design, Channel management-Selection, Training,

Motivation and evaluation of channel members; Channel dynamics - VMS, HMS,

MMS; Market logistics decisions.

→ **Promotion Decision-** Communication Process; Promotion mix–

advertising, personal selling, sales promotion, publicity and

public relations; Media selection; Advertising effectiveness; Sales promotion–

tools and techniques.

→ Emerging Concepts in Marketing Management:

REFERENCE

- | | |
|---|--|
| 1. Philip Kotler: Marketing Management, Pearson Education/PHI. | 8. Etzel Walker: Fundamentals of Marketing Stanton, Tata-McGraw Hill, New Delhi |
| 2. Stanton: Fundamentals of Marketing, McGraw Hill | 9. McCarthy E.J : Basic Marketing: A managerial approach, Irwin, New York. Total Periods: 40 (4 Credits) |
| 3. Rajan Saxena: Marketing Management, Tata McGraw Hill | 10. Bovee and John Thill: Marketing, McGraw-Hill |
| 4. Philip Kotler and Gary Armstrong: Principles of Marketing 12th Edition, Pearson Education, PHI | 11. Kotler, Lilien & Moorthy: Marketing Models, Prentice-Hall of India |
| 5. Ramasamy & Namakumari: Marketing Management, Macmillan India. | 12. H. Kaushal : Case Study Solutions Marketing, Macmillan Publishers India Ltd. |
| 6. S. Jayachandran: Marketing Management Tata McGraw Hill | 13. William D. Perreault Jr : Basic Marketing, McGraw-Hill Companies, Inc |
| 7. Rampal and Gupta: Case and Simulations in Marketing, Goltatia, Delhi | |

PATTERN OF EXAMINATION:		Mark s
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation		30
Total Marks		100

Course Objective:

Total Periods: 40 (4 Credits)

The present course aims at familiarizing the participants with various aspects of HRM. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest techniques, ever changing procedures & practices in the field of HRM in a comprehensive way.

Course Structure:

- **Human resource management**; Meaning, definition, scope, Objectives and functions of Human Resource Management, Evolution of HRM, relevance of study of HRM, Personnel Management vs. Human Resource Management, Challenges of HRM, HRM environment; Strategic HRM.
- **Human Resource Policy**- Meaning, definition, importance, characteristics of good HR Policy.
- **Human Resource Planning**- Meaning, definition, importance, characteristics of good HR factors affecting HR Planning, barriers of HR Planning, HR Planning process
- **Job Analysis And Design**- meaning, definition, process of job analysis, problems in job analysis, job design; factors affecting job design, process of job design, contemporary issues in job design.
- **Human Resource Acquisition**
- **Recruitment**; meaning, definition, importance, factors governing recruitment, recruitment process.
- **Selection**; meaning, definition, stepwise selection process, barriers to selection, selection in Indian context,
- **Placement**; meaning and purpose, problems in placement
- **Internal Mobility**: Promotions, transfers and separations; purpose, principles, types, reasons, of promotions and transfers. Lay-off, resignation, dismissal or discharge, retrenchment and VRS
- **Orientation**; meaning and purpose, typical orientation programs, requisites, evaluation and problems for orientation
- **Training and Development**: Nature of Training and Development; Inputs in Training and Development; Gaps in Training; Training and Development as source of competitive Advantage, Training Process; Deriving Instructional Objectives, Designing, Implementation and Evaluation of the Training Program.
- **Performance Appraisal**- Performance Appraisal; Meaning and Definition & Objectives; Performance Appraisal and Competitive Advantage; Appraisal Process;
- **Job Evaluation**; Scope, Process and Methods of Job Evaluation, Pitfalls of Job Evaluation; Alternative to Job Evaluation
- **Employee Remuneration**; Components of Remuneration; Wages and Salary Incentives; Fringe Benefits; Perquisites; Non Monetary Benefits; Importance of an Ideal Remuneration System; Factor Influence Employee Remuneration; External Factors; Internal Factors; Remuneration Plans and Business Strategy; Devising a Remuneration Plan; Challenges of Remuneration; Wage Policy in India; Concepts of Wages; Minimum Wages; Fair Wages; Living Wages
- **Incentive payments**; Incentives Payments; Meaning and Definition; Importance; Prerequisites for an Effective Incentives System; Scope of Incentives System; Types of Incentives System; Employee benefits and services; meaning, definition, types, significance, administration and future of employee benefits and services.
- **Human Resource Management and Ethics**; nature, importance and relevance of HRM ethics, ethical issues in HRM, HRAudit; nature, benefit, scope and approaches to HRAudit
- **Employee Welfare**; Meaning and Definition, Merits and Demerits of Welfare Measures, Types of Welfare Activities; Welfare Measures Inside the Work Place, Welfare Measures Outside the Work Place, Intra-mural Facilities, Extra-mural Facilities, Welfare Facilities by the Government, Welfare Activities by the Trade

MB 117	HUMAN RESOURCE MANAGEMENT
--------	---------------------------

Course Objective:

Unions, Welfare Work by Voluntary Agencies, Statutory and Non-statutory, Statutory Provisions, Non-statutory Benefits.

Total Periods: 40 (4 Credits)**REFERENCE:**

- | | |
|--|---|
| 1. VSP Rao
: Human Resource Management, Excel Books, New Delhi | 5. Ronald R. Sims: Human Resource Management, Indian Associated Press |
| 2. K Ashwathappa: Text & Cases in Human Resources Management, Tata McGraw Hill | 6. Gary Dessler
: Human Resource Management, Pearson Education India |
| 3. Arun Monappa: Managing Human Resources, McMillan | 7. Wayne Mondy
: Human Resource Management, Pearson Education India |
| 4. Kesho Prasad: Strategic Human Resource Management, Prentice Hall India | |

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 20 (2 Credits)**

This course intends to develop good communication skills in students for their future jobs and endeavors in the corporate world so that they can gain an edge over their other counterparts within the country and across the globe.

Course Structure:

- **Meaning and importance of Communication in business**, the process of Communication, model of Communication, types of information order, advice, suggestion, motivation, persuasion, warning and education.
- **Channel of communication** - their effectiveness and limitations, media of communication, barriers of communication, approaches to effective communication, and tools of communication: diction, sentence, paragraph, punctuation and report writing.
- **Group Communication through Committees** - Conference Seminar, Symposia and Other Formal Communication with Public At Large; Interviews and Group Discussion
- **Specific of business Communication** - essentials of effective business Communication structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustments, credit and status inquires, agency letters and sales letters.
- **Strategies to improve reading skills** - speaking skills, listening skills; guidelines to effective public speaking; developing job application - covering letter, resume, interviewing; negotiating the job offer.

REFERENCE

1. Lesikar, Petit & Flately : Lesikar's Basic Business Communication, Tata Mcgraw Hill
2. Poe & Fruchling : Basic Communication; AITBS
3. Taylor : English Conversion Practice; Tata Mcgraw Hill
4. Diwan & Aggarwal : Business Communication; Excel
5. Baugh, Frayer & Thomas : How to write first class Business Correspondence; Viva Books

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

BUSINESS COMMUNICATION LAB: BASED ON COURSE;

Course Objective:**Total Periods: 20 (2 Credits)**

To sensitize the learners about the world of geopolitics that has a strong influence in the lives of all citizens of the world & to make them aware about the implications of a business effort in the context of a given geopolitical environment.

Course Structure:

- ↳ Global Political and legal environment
- ↳ Trading with the enemy
- ↳ International Oil politics
- ↳ Trade in strategic materials
- ↳ Technology transfer and geopolitical considerations
- ↳ Trade and peace move together – India, China & East Asia case in point
- ↳ Food supply for geopolitical influence
- ↳ Emergence of Multinationals as control tools

REFERENCE

- ↳ Newspapers and periodicals
- ↳ Websites and journals of IMF, World Bank, WTO, UNO etc.

Course Objective:

Total Periods: 40 (4 Credits)

The present course aims to develop the interpersonal abilities in the students. It aims to develop an intimate understanding of the individual and group behavior.

Course Structure:

- **Understanding Organization, Behaviour & OB**-Organization as a Social Unit, Concept of Learning Organization, Roles & Skills of Managers. Knowing Behaviour- approaches to understand it (Cognitive, Behaviouristic & Social Cognitive) Field of OB: Individual, Groups & Systems as building blocks, contributing disciplines, Challenges & Opportunities of OB.
- **Bases of Individual Behaviour**-Basic individual differences (ability & biographical characteristics); **Personality**: Meaning, "Big –Five" Personality Traits, MBTI. **Perception**: Meaning, Role of Object, Environment and Observer; Judging Others. **Learning**: Meaning, Theories: Classical Conditioning, Operant Conditioning & Social Learning; Methods to shape Behaviour (reinforcement, punishment, & extinction), OB Mod.
- **Individual Behaviour in Organization-Attitudes**: Components, functions, changing attitudes, work attitudes (Jobsatisfaction & Organizational Commitment) **Motivation**: Concept, Content Theories (Maslow, Herzberg, McClelland, McGregor); Process Theories (Vroom's Model); Contemporary Theories: (Equity Theory, Attribution Theory). **Creativity**: Nature, process and its facilitation on organization.
- **Groups in Organization-**
Groups: Types, their development stages, concept of role, status, norm size and cohesiveness. Group decision making techniques, Group Think & Group Shift ; Transactional Analysis; Four Life positions. **Influence, Power & Politics**: Concept of influence, bases of power, political behavior: concept & contributing factors. **Stress & Conflict**: meaning & causes of stress, types of conflicts (Intra individual & interactive), coping strategies for stress & conflict; negotiation skills. **Communication**: Process, types, barriers; Grapevine
- **Leadership & Organizational Change**: Concept, Trait, Behavioural and Contingency (Fiedler, Hersey & Blanchard) theories; leadership styles. Successful & effective leadership
- **Organizational Change**: concept, resistance to and managing change.

REFERENCE

1. Laurie J. Mullins : Essentials of Organizational Behaviour, Pearson Learning
2. Ian Brooks : Organizational Behaviour, Pearson Learning
3. Stephen P Robbins : Organisational Behaviour, Prentice Hall Inc.
4. L.M. Prasad : Organisational Behaviour, Sultan Chand & Sons
5. Keith Davis : Organisational Behaviour, McGraw Hill
6. Fred Luthans : Organisational Behaviour, McGraw Hill

PATTERN OF EXAMINATION:Mark
s

MB 211	ORGANIZATIONAL BEHAVIOUR
--------	--------------------------

Course Objective:**Total Periods: 40 (4 Credits)**

The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

This course gives a comprehensive introduction to the subject of business research methods. The objective of this course is to develop the research skills of the students in investigating the business problems with a view to arrive at objective findings, interpretation of data and conclusions of their investigation in the form of systematic reports. Further, acquainting students with all modern and universally applied research concepts, tools and techniques and encouraging them to apply their acquired theoretical knowledge to real-life situations are paramount course objectives.

Course Structure:

- **Introduction to Business Research**-Meaning and Significance of Research in Business; Different Approaches to Research – Scientific Methods and Non-scientific Methods; Types of Business Research; The Research Process; Ethics in Business Research.
- **The Research Problem and Design**-Formulation and Definition of Business Research Problem; Formulation of Research Hypotheses, Business Research Design – Meaning and Formulation; Research Design Classification – Exploratory Research Design (Secondary Data & Qualitative Research), Descriptive Research Design (Survey & Observation) and Causal Research Design (Experimentation); Potential Sources of Errors in Research
- **Sampling Design and Measurement Techniques**-The Sampling Design Process; Types of Sample Design – Probability and Non-probability Sampling Designs; Size of Sample; Sampling Errors; Concept of Measurement and Scaling; Important Scaling Techniques – Comparative and Non-comparative; Reliability and Validity of Measurement.
- **Data Collection Tools and Data Processing**- Questionnaires and Observation Forms; Questionnaire Design Process; Collecting Primary Data through – Observations, Semi-structured Interviews, In-depth Interviews and Questionnaire; Processing of Research Data – Editing, Coding, Classification and Tabulation
- **Analysis of Data**-Exploring, Displaying and Examining Data; Basic Data Analysis – Descriptive Statistics; Univariate Statistics – Hypotheses Testing; Bivariate Analysis – Test of Differences and Measures of Association; Multivariate Analysis.

➔ **Business Research Report**-Importance of the Report & Presentation; Business Report Format; Report Writing; Oral Presentation; Research Follow-up

➔ **Research Project**-The student or group of students needs to apply this course learning in a real research project of their interest area with submission of research project report and class presentation of the same.

REFERENCE

1. Cooper and Schindler: Business Research Methods, Tata McGraw Hill, New Delhi
2. Malhotra N.K. : Marketing Research – An Applied Orientation, Pearson Education, New Delhi
3. William G. Zikmund: Business Research Methods, Cengage Learning, New Delhi
4. Saunders, Lewis & Thornhill: Research Methods for Business Students, Pearson Education, New Delhi
5. Panneer Selvam : Research Methodology, Prentice Hall of India, Delhi
6. Beri G.C : Marketing Research, Tata McGraw Hill, New Delhi
7. Karlinger, Fred N. : Foundations of Behavioural Research.
8. Mohsin, S.M. : Research Methods in Behavioural Research.
9. Tull & Hawkins : Marketing Research, Prentice Hall of India, Delhi

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

CourseObjective:**TotalPeriods:40(4Credits)**

This paper intendstoacquaintthestudentwith

themanagementofdifferentsoperatio

nalaspectsof

organizationsespeciallywithrespecttothemanufacturing,assemblingandservicingprocesseswithnumericalandquantitative technicalvalue addition.

CourseStructure:

- ↪ **Introduction to Operation Research**-Managerial Decision Making and, Different Models of Operation Research:Principles and Types, Nature and Scope of Related to other Functional Area of Business, Duties and ResponsibilitiesofPersonnel.
- ↪ **Introduction to Linear Programming**-Formulation of Linear Programming Problems Graphical Solution to TwoVariable Problems, Simplex Method and Its Applications, Duality in linear programming, Primal and dual LPproblems
- ↪ **Transportation problems**-Introduction, Initial Basic Feasible Solution: North West corner rule, Least Cost method,Vogel'sApproximationmethod.Optimalitytest,ModifiedDistribution(MODI)Method andSteppingStoneMetho d
- ↪ **Assignment Problem**-Introduction to the Assignment Model, Hungarian Assignment Algorithm, Solution totheAssignmentProblem: Maximizationand MinimizationCases.
- ↪ **Construction of a Network Diagram**-Application of Networks in Project Management: Program Evaluation andReview Technique (PERT) Model, Determination of Critical Path. Distribution of Project Completion Time, CriticalPathMethod(CRM)Model, ApplicationofCPM andPERTModels
- ↪ **GameTheory** :Introduction, Technology, Classification, Payoff Making, Maximin and MinimaxStrategies,saddlePoint,Mixed Strategies–Gameswithout SaddlePoint.
- ↪ **Waiting Line** :Introduction, Basic Characteristics, Input/Arrival Process, Service Facility / Mechanism, Depulori /outlet, TerminologyandNotions,M/M/1 Model.
- ↪ **Replacement** : Introduction, Replacement Policies for equipment or assets with deteriorating operational efficiencyover time.

REFERENCE

1. ThompsonW.W. :OperationsResearchTechnique, Coloumbus,Ohio, C.E.MerrillBooks(1967)
2. Acoff&SusoniM. :OperationsResearch
3. LevinR. I.,Rubin D.S.&Stinson J.P. :Quantitativeapproachestomanagement,Mcgraw,Hill
4. BiermanH.,BoniniC.P.&Houseman W.H.:QuantitativeanalysisforbusinessDecision,RichardD.Irwin Inc('65)
5. HillerF.S.&LiebermanG.J. :IntroductiontoOperationsResearch
6. TahaH. A. :OperationsResearchanIntroduction,PrenticeHallofIndiaPvt. Lts.,NewDelh
7. GuptaPKandHiraDS:OperationsResearch,S.C.Chand
8. ShenoyGV,ShermaS.C.&SrivastavaU.K.:OperationsResearchformanagement

PATTERN OF EXAMINATION:

Mark

	S
The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate set of questions, out of which one set will belong answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes(average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. Having been introduced to these techniques and having acquired the ability to understand accounting language, the students should be in a position to make effective use of accounting information in resolving the problems, which they may face as managers. Applied side of the subject will be given more emphasis and attention as compared to its conceptual aspect. Consequently, case-method of teaching will be used besides class lectures.

Course Structure:**→ Introduction-**

Meaning, Functions, Scope and Limitations of Management Accounting, Financial Accounting vs.

Management Accounting

→ An orientation to Cost Accounting- Purpose of Cost Accounting, Elements of cost, Kinds of costing, Classification of Costs, Methods of Cost variability**→ Break-Even Analysis-**

Meaning, Graphic presentation, Preparation of break-even charts and their interpretation, Managerial uses of Break-even analysis,

Management

→ Marginal Costing-

Meaning of Marginal Cost, Analysis of Incremental costs and revenues,

Application of Marginal Income Accounting

→ Activity Based Costing-

Concept, main activities and their cost drivers, developing ABC System.

→ Budgeting-

Definition of a budget, Kinds of budgets, Preparation of a Budget, Budgetary Control, Flexible Budgeting, Zero Base Budgeting, Performance Budgeting

→ Standard Costing- Meaning, Types of Standard and their revision, Difference between budgeting and standard costing. Kinds of Variances, Their use in making appraisal and fixing responsibility, Procedure of setting standard cost - Material, Labour and Overhead.**→ Responsibility Centres-** Cost Centres, Profit Centres and Investment Centres, Inter divisional transfer pricing – concept and methods.**→ Current issues-** Social Accounting, Human Resource Accounting, Balance Score Card**→ Discussion of real life business Cases. REFERE**

NCE

1. Anthony Robert N. & Reece James S.: Management Accounting, Irwin
2. Anthony Robert N. & Welsch Glenn A.: Fundamentals of Management Accounting, R.D. Irwin
3. Hongren Charles T.: Introduction to Management Accounting, Pearson Education India
4. Bhattacharya S.K. & Dearden John: Accounting for Management, Tata McGraw-Hill Pub. Co. Ltd., ND
5. Hingorani N.L., Ramanathan A.R. & Grewal T.S.: Management Accounting, Sultan Chand & Sons.
6. Khan M. Y. and Jain P.K.: Management Accounting Tata McGraw-Hill Publishing Co. Ltd., New Delhi
7. Kishore Ravi M.: Taxman's Advanced Management Accounting

PATTERN OF EXAMINATION:

Marks

<p>The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.</p>	70
<p>Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation</p>	30
<p style="text-align: right;">Total Marks</p>	100

CourseObjective:

TotalPeriods:40(4Credits)

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of financial management.

Course Structure:**→ Concept of finance-**

Scope and objectives of finance, Functions of Financial Management, Role of Finance Manager, Financial Planning & Strategies. Forms of Business Organization and Financial Considerations underlying the choice of form of business organization.

→ Concept & Principles of Capital Structure- Leverage Analysis –

operating, financial and combined leverage and its implications, Indifference point.

→ Long term Sources of Fund – equity share, preference shares, debentures, bonds, warrants, venture capital and ploughing back of profits. **Short Term Sources of Funds –** Commercial Paper, Certificate of Deposit, Treasury Bills.**→ Financial Markets –**

Nature and Significance of Primary and Secondary Markets, objectives and functions, indices of BSE, NSE and OTCEI and its calculation.

→ Financial Institutions –

Nature, Types and Functions, Investment Bank, Investment Companies, Commercial Banks.

→ Time Value of Money-

Risk and return analysis, Concept and significance of cost of capital and its computation Concept and Significance of Capital Budgeting, Appraisal Techniques for Risk Free Projects.

→ Working Capital Management –

Meaning, Significance & factors influencing the level of working capital management. Management of cash, receivables and inventory.

→ Dividend Decision –

Ploughing back of profits, forms of dividends, factors affecting dividend policy, dividend payout decisions.

→ Issues of Relevance-

Shareholders value and its calculation, EVA/VAR, Financial reengineering, Derivatives, Venture capital financing, stock Market Index calculation,

REFERENCE

1. J Fred Weston & Eugene F. Brigham : Managerial Finance, Akov Publications
2. Franklin R. Edwards & Cindy W. Ma : Futures and Options, McGraw-Hill, Inc.
3. James Van Horne : Essentials of Financial Management, Prentice Hall
4. Walker E. W. : Essentials of Financial Management, Prentice Hall
5. Srivastava, R.M. : Financial Management, Sterling Publishers Private Limited, New Delhi
6. Srivastava, R.M. : Essentials of Business Finance, Himalaya Publishing House
7. Prasanna Chandra : Financial Management, Tata McGraw-Hill
8. Pandey, I.M. : Financial Management, Macmillan India

PATTERN OF EXAMINATION:	Mark s
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3)	30

MB 215	FINANCIALMANAGEMENT
---------------	----------------------------

CourseObjective:

TotalPeriods:40(4Credits)

Writeup, Presentation and Participation	
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

This course intends to develop familiarity with the concepts of production systems, their constraints and linkages with the overall strategic perspectives. Designing the process, analysis and improvement, operating the system and making product and preparing for success and sustainability. Interface of operations management with other managerial areas.

Course Structure:**→ Introduction-**

Production and Operations Management, Systems Approach, Differentiating between Goods and Services, Production Management Vs Operations Management, Input-Output Profit (Business) Model, Stages of Development, Career Opportunities for Operations Management Organizational Positions.

→ Productivity-

Concept and definitions, Factors contributing to productivity improvement, Techniques for productivity improvement.

→ Process Configuration Strategies- What is Process, classifying the Process, Types of Process Flows, Best (Process) Practice, Work Process Configuration Types, Intermittent Flow Shop, Flexible Process Systems, Shifting work Configuration Types, Process Analysis and Process Redesign.

→ Factors Governing the Location of a Plant- Different Types of Plant Layout, Principles of Materials Handling, Materials Handling Equipments and the uses.

→ Materials Management in the Supply Chain-

Materials Management, Materials Management Information System, The Purchasing Function, Receiving, Inspection and Storage, Requiring Bids before purchase, M/M of critical Parts, ABC classification – The System Context, Certification of Suppliers.

→ Operations Planning and Control-

Aggregate Production Planning, Master Production Scheduling (MPS), Materials Requirement Planning (MRP), Capacity Requirements Planning (CRP), Distribution Resource Planning (DRP), Weaknesses of MRP, Manufacturing Resource Planning (MRP II), Emerging Power of ERP; Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting, Line balancing. Cycle-Time Management (CTM), Time-Based Management (TBM), Just-in-Time Delivery (JIT), JIT II, Push Vs Pull – Process Discipline.

→ Maintenance Management-

Maintenance objectives, concepts, advantages & limitations of Breakdown Maintenance & Preventive Maintenance, Maintenance costs and the problem of their minimization, Total Productive Maintenance (TPM).

→ Inventory Management- Types of Inventory Situations, Costs of Inventory, Order Point Policies (OPP), Economic Order Quantity (EOQ) Models – Batch Delivery, Economic Lot Size (ELS) Models, Perpetual Inventory Systems, Periodic Inventory Systems, Quantity Discount Model, Inventory Classification Systems.

→ Arrow Diagramming and Network Analysis- PERT Model, Determination of Critical Path, Distribution of Project Completion time, CPM Model, Time/Cost Relation, Crashing of a Project. Multiple Project Management.

→ Statistical Quality Control- Objectives of SQC, Process Control charts for Variables and Attributes, Operating Characteristic (OC) curves. Total Quality Management (TQM), Mapping Quality Systems.

→ Environment, Ethics, Technology and Contingency Planning-

Adapting to External Forces, Greening the Environment: Maintenance, Greening the Environment: Design for Disassembly (DFD), Ethics and P/OM, Preparing P/OM for future conditions.

Environmental Quality:

ISO 14000/14001, Vision of a Fully Integrated Global

Company.

MB 216	OPERATIONS MANAGEMENT
--------	-----------------------

Course Objective:
REFERENCE

Total Periods: 40 (4 Credits)

- Chase Richard B, et al : Production and Operations Management: Manufacturing and Services, Tata McGraw-Hill Pub. Co., New Delhi
- Mahadevan B: Operations Management; Theory and Practices, Pearson Education, Delhi
- Buffa Elwood S & Sarin Rakesh K: Modern Production / Operations Management, John Wiley & Sons, Singapore
- Adam Everett E & Ebert Ronald J: Production & Operations Management: Concepts, Models & Behavior, PHI, New Delhi
- Hill T: Operations Management, Palgrave Macmillan, England
- Levin, McLaughlin, et al : Production/Operations Management: Contemporary Policy for Managing Operating Systems, McGraw-Hill Book Company, New York.
- Monks Joseph G: Operations Management: Theory and Problems, McGraw-Hill Book Company, New York.
- Plossl GW & Wight OW: Production & Inventory Control. PHI, Englewood Cliffs, NJ.
- Riggs James L: Production Systems: Planning, Analysis & Control, Wiley, New York
- Juran JM & Gryna FM : Quality Planning & Analysis, Tata McGraw-Hill, New Delhi.
- Nahmias S : Production & Operations Analysis, Englewood Cliffs, NJ, McGraw-Hill Int. edition
- Holt CC, et al: Planning, Production, Inventories & Workforce, PHI, Englewood Cliffs, NJ.
- Meredith JR & Mantel S J: Project Management: A Managerial Approach, John Wiley & Sons, New York
- Waters Donald: Inventory Control & Management, John Wiley & Sons, England.
- Chary SN: Production & Operations Management, Tata McGraw-Hill, New Delhi.

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The objective of the course is to introduce students to Management Information System, designing decision supports system and appropriate applications of information management, strategic advantages, and effective decision making with data and people in global and complex business organizations.

Course Structure:

→ **Introduction to MIS** - MIS and Information System Concepts, Decision and Management, MIS as an evolving concept, MIS and Decision Support Systems, MIS and Information Resource Management, MIS Professional, Computer System Concept, Conversion of Manual to Computer-Based Systems

→ **Role of MIS-**

Strategic advantage with MIS; Systems approach to problem solving; Business Process Reengineering (BPR); Internet worked enterprise in MIS; Internet, Intranet, Extranet; Enterprise communication and Collaboration.

→ **Decision Support Systems**-MIS support for decision making; Decision Support Systems; Components of DSS ; Tools of business support systems; what if analysis, sensitivity analysis; goal seek analysis, optimization analysis, data mining for decision support, DBMS.

→ **Developing MIS Systems**-System Development Life Cycle; Investigation Phase; System Analysis; System Design (DFD and ER diagrams); System Implementation.

→ **Applications**-Cross-functional MIS; ERP; CRM; SCM; Transaction processing; Artificial intelligent technologies in business; Neural Network; Fuzzy logic, Genetic algorithm, Virtual reality; Executive Information System; Expert Support Systems; Security and Ethical Challenges.

→ **Contemporary Issues in MIS REFERENCE**

1. C.S.V Murthy : Management Information Systems, Himalaya Publishing House, New Delhi.
2. Laudon KC & Laudon JP: Management Information Systems: Managing the Digital Firm, Prentice-Hall.
3. O'Brien J : Management Information Systems, Tata McGraw-Hill, Galgotia
4. Oz E : Management Information Systems, Vikas Pub.
5. Jawedkar W S : Management Information Systems, Tata McGraw-Hill,
6. Mudrick RG : An information system for modern management, Pearson.

PATTERN OF EXAMINATION:	Mark s
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30

MB 217	MANAGEMENTINFORMATIONSYSTEMS
--------	------------------------------

CourseObjective:	TotalPeriods:40(4Credits)
	TotalMarks 100

MANAGEMENT INFORMATION SYSTEMS LAB: BASED ON COURSE;

Course Objective:

Total Periods: 20 (2 Credits)

This paper aims at providing the insights into various concepts & cases related to CSR practices in India. It will help in gaining a deeper understanding of the various aspects, factors related to various social causes & role of ethics in Business.

Course Structure:

- **Corporate Social Responsibility**-its concept, meaning, relevance, advantage and evolution, Business Ethics & Corporate Social Responsibility, Corporate Social Responsibility practices in India.
- **Promoting Corporate Social Responsibility**-Corporate social responsibility and the role of the board of directors, the potentials & limits of Corporate Social Responsibility, Challenges for Corporate Social Responsibility, Beyond Corporate Social Responsibility to Corporate Social Engagement.
- **Corporate Social Responsibility and the Environment**-Corporate Environmental Responsibility, Corporate Social Responsibility and the Role of Stakeholders, Corporate Social Responsibility and Community Development, Corporate Social Responsibility & Triple Bottom Line.
- **Corporate Social Responsibility and Marketing**-an acceptable Marketing Tool, Corporate Social Responsibility & Green marketing Corporate Social Responsibility flavor in Advertisements.
- **Corporate Governance & Corporate Social Responsibility**-Corporate Governance, The association between Corporate Social Responsibility and Financial performance, Shareholders, Managers & Corporate Social Responsibility, Corporate Social Responsibility as risk management.
- **Economic drivers of Corporate Social Responsibility**-activities and their reevaluation, Corporate Social Responsibility as Business strategy, Business ethics and Social Responsibility education, rethinking social initiatives by business organizations.
- **Transparency & Corporate Social Responsibility**-Social Responsibility of Business towards Consumers, Doing Good for Society through Corporate Social Responsibility Building Trust through Corporate Social Responsibility, Corporate Social Responsibility Concepts and Cases, The Indian Experience.

REFERENCE

1. Guler Aras & David Crowther : Introduction to Corporate social responsibility, Gover Publishing Ltd.
2. Willam B. Werther & David Chandler: Strategic Corporate Social Responsibility, Greenleaf Publishings
3. Subhabrata Bobby : Corporate Social Responsibility, Edward Eger Publishers
4. Philip Kotler & Nancy Lee : Corporate Social Responsibility, Wiley India

PATTERN OF EXAMINATION:

Marks

MB 218	CORPORATE SOCIAL RESPONSIBILITY
--------	---------------------------------

Course Objective:

Total Periods: 20 (2 Credits)

The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Objective:

The Minor Project is to be carried out by the student to acquire an understanding about the simple applications of the learning gained in different areas of Management by him /her till far. It is expected that on completion of the project the student should be able to draw a match between the things learned in the classroom with the everyday on goings around him/her. The scope for doing the project is hence kept wide enough so as to let the student choose a neatly defined area (howsoever small) and feel the creative applications of the learning he/she has received. The idea is to nurture a feeling of usefulness of the knowledge gained in the lectures. Further, the student is then to shape the understanding gained thus far. His/her thoughts, lastly, are required to be arranged in the frame of Research Methodology.

Procedure:

1. It is suggested that the student should chalk out any area from a roughly **small lot of the topics /issues** which have attracted his/her attention. The area could be pertaining to the varied dimensions of the subject of Management which includes General Management, areas planned to be pursued as specializations and the like. As a word of caution, the linkages observed by the student with the learned subjects should not go out of focus.
2. If required, he/she could **consult the faculty-mentor** (teaching in the second semester) whom he/she chooses and the other faculty members in finally narrowing down upon his area of work.
3. The work has to begin with a **careful initial observation in the area** now chosen by the student. This has to be noted down and submitted to the faculty-mentor concerned. The faculty mentor would assess the awareness gained by the student on the topic chosen by him.
4. The student then would **submit stage –wise reports to the faculty-mentor**. This faculty-mentor would guide the students to understand the application of chapter-wise learning received in the subject of Research Methodology. The student, thus, should gradually understand the application of the research method to his work.
5. A Final Report, in the end, has to be submitted by the student to the faculty-mentor **one week before the commencement of the Final exam**. It would contain around 30 pages that would contain the chapters as mentioned in the Annexure.
6. It may be noted that the project has to be completed within 25 hours spread across the second semester without disturbing the schedule of the lectures. Saturdays and Sundays may preferably be devoted for the project.

MB 219	MINORPROJECT	(2Credits)
7.	The timely completed Project Report duly forwarded by the faculty –mentor would be evaluated by the faculty-mentor.	
8.	Proforma of the Table of Contents	
(a)	Introduction	
(b)	Review of literature	
(c)	Research Method	
	• Project Objectives	
	• Research Design	
	• Data Collection	
	• Data Tabulation and Analysis.	
(d)	Findings and Conclusion	
(e)	Suggestions Bibliography Annexure Appendix	
MB 220	TERM END VIVA-VOCE	(4Credits)

Course Objective:

Total Periods: 20 (2 Credits)

The objective of this course is to provide students an introduction to the field of knowledge management. The present course is about Knowledge: how to capture it, how to transfer it, how to share it and how to manage it.

Course Structure:

- **Knowledge Economy**-Concept of Knowledge; the Data-Information-Knowledge-Wisdom Relationship (Knowledge Hierarchy); Organizational Knowledge; Characteristics of Organizational Knowledge; Components of Organizational Knowledge (Tacit vs. Explicit Knowledge)
- **Transformation of an Enterprise through Knowledge Management**- Concept of Knowledge Management; Characteristics of Knowledge Management;
- **Creating Knowledge Management System in Organizations**-Need for a Knowledge Management System; the Knowledge Management Process Framework; Knowledge Management Process; Knowledge Life Cycle
- **The Knowledge Organization**-Knowledge Organization; Characteristics of Knowledge Organization; Knowledge Management and Organizational Learning; Knowledge Management Strategy and its Development; the Knowledge Managers
- **Enabling Knowledge Management through Information Technology**- Role of Information Technology in Creating Knowledge-Management Systems;
- **Organizational Culture for Knowledge Management**- Need for Organizational Culture for Knowledge Management; Ways to Develop Knowledge-Sharing Culture
- **Looking Ahead: Future of Knowledge Management**- Challenges to Knowledge Management; Future of Knowledge Management

REFERENCE

1. Amrit Tiwana, : The Knowledge Management Toolkit (Orchestrating IT, Strategy, and Knowledge Platforms, Pearson Education Limited
2. Edited; D. Morey, M. Maybury and B. Thuraisingham, : Knowledge Management (Classic and Contemporary Works), Universities Press (India) Limited.
3. Edited; R. Gogula, : Knowledge Management – A New Dawn, The Institute of Chartered Financial Analysis of India (ICFAI) Press
4. Elias M. Awad, Hassan M. Ghaziri, : Knowledge Management, Pearson Education Limited
5. G. Natrajan & S. Shekhar: Knowledge Management (Enabling Business Growth, Tata McGraw-Hill Publishing Company Limited, New Delhi.
6. G. Schreiber, H. Akkermans, A. Anjewierden, R. de Hoog, N. Shadbolt, W. V. de Velde and B. Wieli

MB	AOC	III	KNOWLEDGEMANAGEMENT
----	-----	-----	---------------------

CourseObjective:**TotalPeriods:20(2Credits)**

- nga,:KnowledgeEngineeri ngandManagement,Universities Press(India) Limited.
7. H.C.Chaudhary,:KnowledgeManagementforCompetitiveAdvantage(ChangingtheworldthrougKnowledge),ExcelBo oks.
 8. M. Rao,
:LeadingwithKnowledge(KnowledgeManagementPracticesinGlobalInfoTechCompanies),TataMcGraw- HillPublishingCompanyLimitedNewDelhi.
 9. O.P.Goyal,
:KnowledgeManagement(AnalysisDesign for IndianCommercialBankingSector),KalpazPublications, Delhi
 10. W.R.BukowitzandR.L.Williams,:TheKnowledgeManagementFieldbook,PearsonEducationlimited.

Course Objective:

Total Periods: 40 (4 Credits)

The objective of the course is to develop among the students a conceptual understanding of the topics and the environment of making an Entrepreneur.

Course Structure:**Conceptual Framework of Entrepreneurial Development:**

- Meaning, Definitions and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship in India, Role of Entrepreneurship in Indian economy and developing economies with reference to Self-Employment
- Characteristics and Skills of Entrepreneurship in India, Problems in Entrepreneurship Development
- Entrepreneurial Culture
- Entrepreneurial Competencies
- Entrepreneurial Motivation
- Entrepreneurial Mobility
- Factors affecting Entrepreneurship in India
- Concepts of Intrapreneurship
- Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager
- Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India
- Social Enterprise and Entrepreneurship
- Entrepreneurial Failures

Institutional Support System for Entrepreneurship Development in India:

- **Role of Government**-Role of Central Government and State Government in promoting Entrepreneurship, MSME policy in India
- **Agencies for Policy Formulation and Implementation**-District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB)
- **Agencies for Financial Support**-Role of Commercial banks and financial institutions like SIDBI, NABARD, SFCs, and other NBFCs
- **Agencies for Marketing Support-**
- **Agencies for Consultancy, Training and Technological Support-**
- **Project Management**-Business Planning Process, Environmental Analysis- Search and Scanning, Identifying problems and opportunities, Defining Business Idea, Basic Government Procedures to be complied with
- **Current Issues in Entrepreneurial Development**

REFERENCE

1. The **Entrepreneur**: Classic Texts: Joseph A. **Schumpeter**
2. Innovation and Entrepreneurship: Peter Drucker
3. The Culture of Entrepreneurship - Brigitte Berger
4. Project Management - K. Nagarajan
5. Dynamics of Entrepreneurship Development - Vasant Desai
6. Entrepreneurship Development - Dr. P. C. Shejwalkar
7. Thought Leaders - Shrinivas Pandit
8. Entrepreneurship, 3rd Ed. - Steven Brandt
9. Business Gurus Speak - S. N. Chary
10. The Entrepreneurial Connection - Gurmit Narula
11. Entrepreneurship: New Venture Creation - David H. Holt
12. Entrepreneurship - Hisrich, Peters
13. Entrepreneurship Development: Charantimath P. Ornima
14. Entrepreneurship Development: Gupta, Srinivasan
15. Entrepreneurship Development: Khanka S. S.
16. Projects, 7E Planning, Analysis, Selection, Financing, Implementation, and Review: Prasanna Chandra

17. Projects:PrasannaChandra

MB 311	ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT	Mark \$
PATTERN OF EXAMINATION:		
Course Objective:	Total Periods: 40 (4 Credits)	
	The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3)	Write up, Presentation and Participation	30
	Total Marks	100

CourseObjective:

TotalPeriods:40(4Credits)

The present course aims at familiarizing the participants with the important role that strategic management plays in a business's success and enables them to develop analytical and conceptual skills. The centre of attention is the total enterprise – the industry and competitive environment in which it operates its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. Class participation and case discussion will be fundamental to the development of these skills.

CourseStructure:

- ➔ **Introduction**-Concept of Strategy & Strategic Management, Difference between Corporate Planning & Strategic Planning, Strategic Management Model, Different levels of Strategies, Relevance of Strategic Management in 21st Century.
- ➔ **Strategic Intent**- Vision & Mission Statement, Organisational Objectives, Setting objectives, Organisational Values & its impact
- ➔ **External Environment & Analytical Tools**- Evaluating the company's strategic environment, SWOT Analysis, PESTEL Analysis, Competitive Analysis: Porter's Five Force Model.
- ➔ **Internal Assessment**- Strategic Capability: Fit & Stretch Concept, Porter's Value Chain Analysis, Core Competencies, Organisational Capabilities, Resource Analysis and Synergy.
- ➔ **Strategies in Action-Functional Level**- Achieving Superior Efficiency – Economic of Scale, Experience Curve, Just-in-Time, & Six-Sigma.
- ➔ **Business Level**- Cost Leadership, Differentiation & Focus Strategies, Growth Strategies.
- ➔ **Corporate Level**- Integration, Diversification, Acquisition, Mergers & Joint Venture, Short Term Corporate Strategies – Stability, Retrenchment, & Turnaround.
- ➔ **Portfolio and other Analytical Models**- The BCG Matrix, GE/McKinsy Matrix, Corporate Parenting, CIT & CASCADE
- ➔ **Strategy Evaluation and Implementation**- Evaluation of Strategy- Suitability, Acceptability and Feasibility, Implementing Strategies: Resource Allocation, Structure and Strategy, Organisation Culture

REFERENCE

1. Andrews : Concept of Corporate Strategy, Irwin
2. Russel and Ackoff : Concept of Corporate Planning, New York: Wiley Interscience
3. Glueck : Business Policy, McGraw-Hill
4. Y.N. Chang & Filemon : Business Policy and Strategy, Goodyear Publishers
5. Newmann & Legman : Strategy, Policy and Central Management, South-Western Pub. Co
6. David E. Hussey : Introduction to Corporate Planning, Pergamon Press
7. R.M. Srivastava : Business Policy & Strategic Management, Himalaya
8. McCarthy and Others : Business Policy and Strategy, R.D. Irwin
9. Richard Lynch : Corporate Strategy, Pearson Education India
10. Basil W. Denning : Corporate Planning: Selected Concepts, McGraw-Hill
11. Malville C. Branch : The Corporate Planning Process, American Management Association
12. Barnard Taylor and John R. Sparket : Corporate Strategy & Planning
13. Andrews : Concept of Corporate Strategy, Irwin
14. Russel and Ackoff : Concept of Corporate Planning, New York: Wiley Interscience
15. Glueck : Business Policy, McGraw-Hill
16. Y.N. Chang & Filemon : Business Policy and Strategy, Goodyear Publishers
17. David E. Hussey : Introduction to Corporate Planning, Pergamon Press
18. R.M. Srivastava : Business Policy & Strategic Management, Himalaya
19. Michael E. Porter : Competitive Advantage, The Free Press
20. Wright, Pringle and Kroll : Strategic Management, Prentice Hall
21. Rober J Allio & Malcolm W Pennington : Corporate Planning: Techniques and Applications, University of Michigan.
22. Arthur A. Thompson Jr. & A. J. Strickland : Strategic Management, Irwin/McGraw Hill
23. Ansoff, H. Igor : Implanting Strategic Management, Prentice Hall
24. G. Hamel and C.K. Prahalad : Competing for the future, Tata McGraw Hill
25. Fred R. David : Strategic Management, Pearson Education
26. Thompson, Strickland, Gamble & Jain : Crafting and Executing Strategy, McGraw Hill
27. Hit, Ireland & Hoskisson : Strategic Management, Thomson Learning
28. Wheelen, Hunger & Rangarajan : Strategic Management and Business Policy, Parson Education

MB 312	STRATEGICMANAGEMENT
--------	---------------------

CourseObjective:**TotalPeriods:40(4Credits)**

29. Hills&Jones :StrategicManagement,Bletantra
 30. UpendraKachru :StrategicManagement,ExcelBooks
 31. Pearce&Robins :StrategicManagement,AITBS
 32. Johnson&Scholes :ExploringCorporateStrategy,PrenticeHallIndia
 33. RichardLynch :CorporateStrategy,PearsonEducation

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

CourseObjective:**TotalPeriods:40(4Credits)**

The present course aims at familiarizing the participants with various legal aspects of business. It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, evolving theories, latest technique, ever changing procedures & practices in the field of Law in a comprehensive way.

CourseStructure:

- ➔ **Law of Contract**-The Indian Contract Act, 1872; Nature and kinds of contracts, Essential elements of a valid contract, offer and acceptance, consideration, capacity to contract, free consent, legality and object, Types of Contracts, contingent contracts, performance of contract, discharge of contract, quasi contract, remedies for breach of contract, indemnity and guarantee, bailment and pledge, law of agency.
- ➔ **Law of sales of goods**-The sales of goods act, 1930; General principles, conditions and warranties, doctrine of caveat emptor, transfer of ownership, performance of a contract of sale, remedial measures.
- ➔ **Law of Partnership**-The Indian Partnership Act, 1932; definition and general principles, formation of partnership, rights and liabilities of partners, dissolution of partnership firms
- ➔ **Company Law**-The Indian Company's act, 1956; Company and its various forms, formation of a company, memorandum of association, articles of association, prospectus, share allotment, shares and share capital, promoters, membership of a company, meetings and proceedings, directors, managers and the remuneration, secretary, prevention of oppression and mismanagement, winding up of a company.
- ➔ **Law of Negotiable Instrument**-The Negotiable Instrument Act, 1881; meaning and types of negotiable instrument, parties to negotiable instrument, presentment of negotiable instrument, negotiability of negotiable instrument, discharge of parties, liabilities of a banker, Hundi.
- ➔ **Laws of Insurance, Insolvency, Carriage of Goods and Arbitration**-Nature and principles of insurance, life insurance, general insurance; fire insurance, marine insurance, Objects and scope of the insolvency law, procedure of insolvency, property and debt of insolvent, discharge of insolvent. Carriage of goods by land, carriage of goods by sea, carriage of goods by air, General provisions regarding arbitration, modes of arbitration
- ➔ **Miscellaneous Laws**-The essential Commodities Act, 1955, The Consumer Protection Act, 1986, The Co-operative Societies Act, 1912, The Multi-State Co-operative Societies Act, 1984, The Foreign Exchange Management Act, 1999, The MRTP Act, The Information Technology Act, 2000.

REFERENCE

1. Labour and Industrial Laws : P.K. Padhi, PHI Publication
2. Industrial Law : Arun Kumar, Atlantic Publishers & Dist
3. Business Law : Robert W. Emerson, Barron's Educational Series
4. Introduction to business law : Jeffrey F. Beatty, Susan S. Samuelson, Cengage Learning
5. Law for Business Students : Alix Adams, Pearson Education, Limited

PATTERN OF EXAMINATION:

	Mark s
--	-----------

<p>The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there willbe four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question(14marks)will beshortnotetypecontainingfouroptionsoutof whichanytwooptionsarerequiredtobeattempted.</p>	<p>70</p>
<p>Sessionals:Class Test/Quizzes(averageof2bestoutof3)Writeup,PresentationandParticipation</p>	<p>30</p>
<p style="text-align: right;">TotalMarks</p>	<p>100</p>

Course Objective:**Total Periods: 20 (2 Credits)**

The objective of this course is to enable students to think creatively, generate new ideas and to know how to create an innovative and forward thinking climate in the organization.

Course Structure:**→ Conceptual Framework-**

Concept of Innovation, Creativity and Innovation; Barrier to Creative Thinking; Dimension of Innovation; How Innovation Stars do things differently; how our mind works.

→ Lateral thinking- Concept of Lateral thinking; Difference between lateral and vertical thinking; advantages of lateral thinking; Techniques to develop habit of lateral thinking – Generation of alternatives, challenging assumptions, Suspended judgment, Crucial factors, Fractionation, Analogy, Choice of entry point, and Random stimulation.

→ Innovation process-

An overview of the innovation process; Problem Statement; Idea generation; The art of brainstorming; Incubation; Analysis; Taking good ideas to market; Blockers for Process Innovation; Levels of Process Innovation

→ Managing Innovation- How to manage innovation; Developing Innovative Skills: Going beyond nine dots; Art of Observation; Listening to your Depth Mind; Tolerating Ambiguity; Ideas Banking; The Culture of Innovation; Executing Innovation Initiatives.

→ Innovative Reward Strategies-

Understanding Reward Systems; Customization of Rewards; Measuring Performance; Transformation from entitlement to achievement; Managing Performance versus Appraisal; Innovative Pay Design; Appropriate Rewards; Taking workplace to next level.

REFERENCE

1. John Adair : Effective Innovation, Pan Books
2. Edward De Bono : Lateral Thinking, Harper & Row
3. Edward De Bono : New Thinking for The New Millennium, Viking
4. Thomas B. Wilson : Innovative reward systems for the changing workplace, McGraw Hill Publication
5. Tom Peters : Circle of innovation, Knopf

PATTERN OF EXAMINATION:		Mark s
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals: Class Test/Quizzes (average of 2 best out of 3)		30
MB 314	SUMMER INTERNSHIP	(8 Credits)

Writeup, Presentation and Participation	
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

To equip the students with the knowledge and skills needed by the finance professionals in addressing practical problems in corporate finance. From a finance professional's point of view, a good understanding of Corporate Finance is crucial to assist a company.

Course Structure:

- ➔ **Introduction-** The objectives of the firm, finance function, Role of finance within the firm, Corporate financing- meaning, patterns and sources, Linking Corporate and Financial Strategies-Assessing business risk, Financial risk, Correlation between business risk and financial risk, Role of Financial Markets and Financial Intermediation, Corporate governance, Financial engineering.
- ➔ **Long-Term Investment Decision-** Definition and Classification of investments, Stages in the analysis of investments, *Evaluation of investments (Fundamental evaluation)*-role of taxes, amount of investment, Net Cash Flows, Investment's Terminal Value; *Economic Evaluation of a Investments*- Net Present Value and Internal Rate of Return, Relevant Cash Flows, Payback and Accounting Rate of Return, Risk analysis in investment, Sensitivity Analysis.
- ➔ **Long-Term Financing Decision-** External Financing: Equity capital- equity markets, rights issues and private equity; Long-Term Debt- Bank Financing, the capital markets, private placements, medium-term notes, commercial paper, and corporate bonds; Internal Financing: Retained Earnings, Amortization, Provisions; Other Financing Sources: Intercompany funding, Trade finance, Project finance, Asset backed finance, Leasing, Islamic financing.
- ➔ **Financial Distress and Bankruptcy Cost-** Financial distress: Meaning, Causes, and Evaluation of financial distress with help of various model (Beaver Model, Wilcox Model, Blum Marc's Failing Company Model, Altman's Z score Model, L.C. Gupta Model); Bankruptcy cost- direct and indirect cost, bankruptcy process, liquidation and reorganisation.
- ➔ **Value Based Management-** Shareholder value, Earnings-based management, Creating value, Value Strategy, Measuring the value creation: Accounting indicators- EPS, ROE, ROCE, Economic indicators- cash flow, Shareholder value analysis, Economic profit and Economic Value Added, Cash Flow Return on Investment, Market indicators or Entire firm value measurement- Total shareholder return, Wealth added index, Market Value Added, market to book ratio, Tobin Q).
- ➔ **Financing Decision and Market Efficiency-** Efficient Markets Hypothesis, Evidence for and against Market Efficiency, Joint Hypothesis problem, Market Anomalies and the Financial Manager, Implications to Corporate finance- Firm size & liquidity, book-to-market effects, reaction to corporate financial policy.

REFERENCE

1. Breale, Myers, Marcus : Fundamentals of Corporate Finance, McGraw-Hill
2. Bodie, Zvi, Kane, Alex, Marcus Alan J.: Essentials of Investments, McGraw Hill/Irwin
3. Ross, Westerfield, and Jordon : Essentials of Corporate Finance, Irwin
4. Ross, Westerfield, and Jordon : Fundamentals of Corporate Finance, Tata McGraw-Hill Education
5. Robert Parrino, David S. Kidwell : Fundamentals of Corporate Finance, John Wiley and Sons

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The main objective of this course is to familiarize the students with the international financial environment and the special decision variables underlying the discharge of finance function in a multinational corporation.

Course Structure:

- ➔ **Global Financial Environment**-Objective of financial management in a multinational corporation, functions of international financial management. Special decision variables in international financial management. International monetary system
- ➔ **Forex and Financial Derivatives**-Foreign exchange markets, exchange rates, exchange rate theories – Mint parity, Purchasing Power Parity (PPP), Balance of Payments theory, Stable and flexible exchange rate, An integrated framework of exchange rate, interest rate and inflation rate Fischer Effect, International fisher effect. Forward contracts, currency futures and currency options. Currency swaps and interest rates swaps.
- ➔ **Management of exposure & risk**-Concept of exposure and risk. Types of exposure – transaction, transnational and economic exposure. Measurement of transaction exposure. Managing transaction exposure. Hedging Strategies.
- ➔ **International Portfolio Investment**-Economic determinants. The national FDI policy framework. Benefits of inter-national equity and bond investing. International capital asset pricing model (ICAPM)
- ➔ **International Capital Budgeting**-The basic framework for analysis. Issues and strategic considerations in international capital budgeting. The adjusted present value approach (APV). Financial risk and cost of capital. Exchange risk and cost of capital. Political risk and cost of capital. Impact of hedging on cost of capital. Tax consideration – Branch vs. subsidiary, withholding tax. Foreign sales corporations, 80-20 subsidiaries and tax havens.
- ➔ **International working capital management**-
 - i) International cash management: The cash positioning decision. Advantages and disadvantages of centralized cash management. Multilateral netting. Intra corporate transfer of funds. Transfer pricing, problems of international cash management.
 - ii) International Receivables management: Domestic v/s International receivables management. Letter of credit. International factoring & Accounts receivables.
 - iii) International inventory management: Advance inventory purchases. Stockpiling.

Course Objective:

Total Periods: 40 (4 Credits)

➔ International Financing Decisions-

- i) Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Euro currency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi-currency bonds.
- ii) International Equity markets: Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Eurobond market.

REFERENCE

1. Alan C. Shapiro : Foundations of Multinational Financial Management, Wiley
2. P.G. Apte : Global Financial Management, Tata McGraw-Hill Education
3. Abdullah Faud A : Financial Management for the Multinational Firms, Prentice-Hall
4. Zenoff David B. & Zwick Jack: International Financial Management, Prentice-Hall
5. Maurice D. Levi : International Finance, Taylor & Francis
6. Eiteman David K & Stonehill Arthur I: Multinational Business Finance, Addison-Wesley Pub. Co
7. Buckley Adrain : Multinational Finance, Financial Times Prentice Hall,
8. Nehrt Lea C. : International Finance for Multinational Business, Intext Educational Publishers
9. Ian H. Giddy : Global Financial Markets, D.C. Heath

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.

Course Structure:

- ➔ **Introduction to Investment and Securities**-Meaning of investment, Investment and speculation, Investment and gambling. Investment objectives. The investment process, investment alternative-Negotiable securities, equity shares preference shares, debenture, bond, government securities, money market securities-Treasury bills, commercial paper, certificate of deposits. Non-negotiable securities- Bank deposits, post office deposits, NBFC deposit, Tax sheltered schemes, PPF, NSS, NSC, LIC, UTI, Mutual fund, real estate, art and antiques.
- ➔ **Primary Market and Secondary Market**- Relationship between primary and secondary market. Function of primary market, Parties involved in new issues – Managers, Registrars, underwriters. Bankers, statutory agencies. Private placement bought out deals. Book building. Function of stock exchanges. Share groups- group A, B and B. Settlement cycle. Carry forward system. Over the counter exchange of India (OITCEI). Listing of securities.
- ➔ **Regulatory Framework**-Securities and Exchange Board of India_ Origin, function, organization and activities. Dematerialization process and re-materialization process. National securities depository Ltd (NSDL) AND Central depository services Ltd. (CDSL). Stock market indices-BSE sensex, NSE 50 (NIFTY). S&P CNX 500.
- ➔ **Risk Definition**-Types- systematic-market risk, interest rate risk, purchasing power risk, unsystematic risk- Business risk, financial risk. Measurement of risk.
- ➔ **Valuation of Securities**-The three steps process of valuation- economic analysis, industry analysis, and company analysis. General framework of valuation. Value- price relationship. Valuation of fixed income securities. Valuation of preference share and valuation of equity shares.
- ➔ **Efficient Market Theory**-Fundamental Analysis- Economic analysis, industry analysis, company analysis financial analysis. Earning of company, Growth in earnings. Technical analysis. Tools of technical analysis. Dow Theory, trend – primary intermediate and short term trends. Indicators – volume of trade, breadth of market, short sales. Odd lot trading. Moving average. Oscillators. Relative strength index (RSI). ROC, Charts- Point and figure charting, Bar charting, efficient market theory. Random walk theory, Weak form of EMH. Semi strong form and strong forms of EMH. Market inefficiencies
- ➔ **Portfolio Analysis**: Traditional portfolio analysis. Effects of combining securities. Markowitz Risk-returns optimization.
- ➔ **Portfolio Selection**- Risk and investor preference, constructing the best portfolio. Sharpe's simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.
- ➔ **Capital Market Theory**- Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory.
- ➔ **Portfolio Revision**-Meaning of portfolio revision. Need of portfolio revision. Portfolio revision strategies. Portfolio revision practices. Constraints in portfolio revision

REFERENCE

1. Fischer Donald E, & Jordan Ronald J: Security Analysis and Portfolio Management, Prentice-Hall
2. Pandian Punithavathy

MB	FC	33	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
----	----	----	--

Course Objective:**Total Periods: 40 (4 Credits)**

- : Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd
3. Van Horne : Financial Management & Policy, Prentice-Hall
 4. Weston J.F. & Brigham E.F. : Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
 5. Walker E.W. : Essential of Financial Management, Prentice-Hall
 6. Gitman & Joehuk : Fundamentals of Investing, Pearson Addison Wesley

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

Course aims to provide understanding of Direct Tax including Rules pertaining thereto and application to different business situations & to understand principles underlying the Service Tax along with basic concepts of VAT.

Course Structure:

- ➔ **Assessment of Various Entities**-Assessment of firms and their partners, Assessment of Companies, Assessment of Co-operative Societies, Assessment of Local Authority, Assessment of Mutual Concerns, Assessment of Charitable Trusts (Theory & Problems)
- ➔ **Miscellaneous**-Income Tax authorities, Return of Income, Procedure for Assessment – Types of assessment, Appeals and Revision, Deduction of Tax at Source – Advance payment of Tax – Deduction and Collection of Tax At Source- Interest and penalties, Offences and Prosecutions – Refund of Tax.
- ➔ **Tax Planning**-Meaning of tax planning and management, tax evasion and tax avoidance-Nature and scope of tax planning and management in the corporate sector-Justification of corporate tax planning and management. Tax Planning considerations in relation to Business.
- ➔ **Wealth Tax**-Scheme of Wealth Tax-Incidence of Wealth Tax-Assets to be included in Net Wealth-Exempted, Assets-Valuation of Assets and Wealth Tax Liability-Assessment and Penalties. (Theory & Problems)
- ➔ **Service Tax**-Service Tax: Applicability and Services covered – Valuation of taxable services for service tax, Payment of Service Tax – Registration – Furnishing of Return – Maintenance of Record – Other obligations (Theory only).
- ➔ **VAT**-The Basic concept of VAT-how VAT operates-merits & demerits of VAT-a brief overview of state level VAT in India. (VAT is not to be studied with reference to any particular State VAT Law.)

REFERENCE

1. Vinod Singhania : Direct Taxes, Law and Practice, Taxmann Publications
2. Bhagawati Prasad : Direct Taxes, New Age International Pub
3. Girish Ahuja and Ravi Gupta: Direct Taxes, Bharat Law House
4. T.N. Manoharan : Handbook of Income Tax Laws, Institute of Chartered Accountants of India
5. B.B. Lal & N. Vashisht : Direct Taxes, Pearson
6. S.S. Gupta : Service Tax, Taxmann
7. R. Mohan Lavis : Service Tax, Bharat Publishers, New Delhi

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The course is designed to provide a resourceful insight of the various pillars of financial inclusion such as micro-remittance, micro-savings, micro-credit and micro-insurance. The Course will discuss the causes for ineffectiveness of formal lending & evaluates a few current initiatives that attempt to promote higher financial inclusion in the country under different models.

Course Structure:**→ Financial Inclusion-**

Meaning and Definition, Problems of Financial Inclusion, Factors Affecting Access to Financial Services,

→ Financial Exclusion- Meaning, Nature, Participants Causes and Consequences Benefits Of Inclusive Financial Growth, Relationship between Financial Inclusion and Development Indicators.

→ Initiatives of Financial Inclusion in India-

Cooperative Societies Act, Rural Credit Survey Committee, Nationalization of banks, Introduction of Lead Bank Scheme, Setting up of Regional Rural banks, Introduction of Kisan Credit Card

→ Genesis and Evolution of Microfinance- different models of microfinance operating in India Emerging Trends in Microfinance Micro-insurance- Concept, Practices and Innovations, Understanding Rural Debt, Safe Remittances for the Poor;

→ SHG: Study of the Self Help Group-Bank Linkage Programme (SBLP) as an innovative strategy of microfinance evolved in India.

→ Extending Financial Services to Poor- Linkages between Formal and Informal Financial Institutions to Extend Financial Service to Poor People, Efforts in reducing Transaction Costs for Banks and Their Clients, Business Correspondent and Business Facilitator Outreach Model for Banks, The Post Office model, Financial Literacy

→ Credit Counseling of Rural People- Creditless growth through Rural Employment, the Micro-enterprises Model, Unique Identification Number and Financial Inclusion, Best Practices in Financial Inclusion and Case Studies

REFERENCE

1. KG Karmarkar, GD Banerjee, NP Mohapatra: Towards Financial Inclusion in India Sage Publication
2. Desai, Vasant : Rural Development in India. Himalaya Publishing House
3. Rohtagi : Rural Banking & Overdues Management Cybertech
4. Patnaik UC : Rural Banking in India Anmol Publications
5. Basu Priy : Improving Access to Finance for India's Rural Poor World Bank Publications
6. Bhatnagar Amitabh : Rural Microfinance & Microenterprise Concept Publishing
7. Sohano & Balakrishna : Indian Rural Banking – the Changing Paradigm, ICFAI
8. Sujatha B : Financial Inclusion: Concepts and Strategies, ICFAI
9. Ravichandran Krishnamurthy: Financial Inclusion VDM Verlag
10. Sameer Kocchar, KC Chakrabarty and CR Angarajan: Speeding Financial Inclusion Academic Foundation

MB FO 32	FINANCIAL INCLUSION
----------	---------------------

Course Objective:

Total Periods: 40 (4 Credits)

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The purpose of this course is to introduce the student to the new field of behavioural finance. The theory is based on the notion that investors behave in a rational, predictable and an unbiased manner. While behavioural finance challenges this traditionally held notion. Reliant upon cognitive psychology decision theory, behavioural finance is the study of how investors' interpret and act on available, fallible information. This course will help the students to identify persistent or systematic behavioural factors that influence investment behaviour.

Course Structure:

- ➔ **Conventional finance and challenges**-to market efficiency, Building Blocks of Behavioural Finance - Cognitive Psychology and the Limits to Arbitrage, Psychology of investors behaviour, Neurophysiology of risk-taking, Personality traits and risk attitudes
- ➔ **Brief History of Rational Thought**-Pascal-Fermat to Friedman-Savage, Prerequisites for Rational Choice and Quasi-Rational Choice
- ➔ **Decision-making**-under risk and uncertainty, Expected Utility Theory, Decision-making in historical prospective, Allais and Ellsberg's paradoxes, Errors in Decision-Making
- ➔ **Prospect theory**, Loss aversion theory, and Mental Accounting
- ➔ **Heuristics and biases, overconfidence and emotion, financial decision-making** stemming from heuristics and biases, overconfidence and emotion
- ➔ **Group Behaviour**-Conformism, herding, fatal attractions

REFERENCE

1. H. Kent Baker, John R. Nofsinger: Behavioural Finance: Investors, Corporations, and Markets, John Wiley and Sons
2. William Forbes : Behavioural Finance, John Wiley and Sons
3. Lucy Ackert, Richard Deaves: Behavioral Finance: Psychology, Decision-Making, and Markets, Cengage Learning

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

The Course intends to educate and create awareness among the students about various aspects of Labour and Employment Law and then use it to help them to handle this delicate subject with maturity, objectivity and understanding.

Course Structure:

- ➔ The course consists of various Acts related to Labour and Employment Laws in India with respect to their enactment, definitions and different provisions. The Acts are as follows:
- ➔ The Factories Act, 1948
- ➔ The Workmen's Compensation Act, 1923
- ➔ The Employees State Insurance Act, 1948
- ➔ The Employees' Provident Fund and Miscellaneous Provisions Act, 1952
- ➔ The Payment of Gratuity Act, 1972
- ➔ The Maternity Benefit Act, 1961
- ➔ The Minimum Wages Act, 1948
- ➔ The Industrial Employment (Standing Orders) Act, 1946
- ➔ The Payment of Bonus Act, 1966
- ➔ The Apprentices Act, 1969
- ➔ The Employment Exchange (Compulsory Notification of Vacancies) Act, 1959

REFERENCE

1. S. N. Mishra : Labour Laws, Deep & Deep Publications
2. S. C. Srivastava : Social Security and Labour Laws, Universal Delhi
3. Madhavan Pillai : Labour and Industrial Laws, Jain Book Depot
4. V. V. Giri : Labour problems in Indian Industry, Asia Pub. House
5. N. D. Kapoor : Elements of Mercantile Law, Sultan Chand and Sons

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

CourseObjective:

TotalPeriods:40(4Credits)

In this course, the students are to be acquainted with the Industrial relations framework in our country, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasised. Further, the students are to be acquainted with Social Security Framework prevailing in our Country. It is necessary to know the concept of social security, its importance and also constitutional basis for the same in India.

CourseStructure:

- ➔ **Introduction to Industrial Relation**-Concept, evolution, characteristics, scope, components, factors affecting industrial relations, approaches to IR, IR in India, prerequisites of successful industrial relation programme.
- ➔ **Industrial Conflicts/Disputes**- Meaning, essentials, classification, recognition of disputes, impact of industrial disputes, factors of industrial disputes/conflicts, Strikes-forms, prevention of strikes, lock-outs, gheraos, Ways to achieving industrial peace, Code of discipline in industry.
- ➔ **Grievances Handling**-meaning, nature, causes of grievances, procedure for redressal.
- ➔ **Collective Bargaining**-meaning, principles, contents, forms, process and levels of collective bargaining, formats of agreements, Typologies, productivity bargaining, prerequisite of effective collective bargaining, collective bargaining in India.
- ➔ **Workers' Education**-content, significance, rationale behind workers' education, workers' education scheme in India- objectives, functions and problems.
- ➔ **Workers' Participation in Management**: concept, determinants, form and levels of participation, schemes of workers' participation in management in India.
- ➔ **Trade Union**: concept, purpose, functions, types, trade union and politics, trade union in India, major all-India trade unions, employers' organizations, Trade Union Act, 1926- major definitions, registration, rights, privileges, obligations and liabilities of a registered trade union.
- ➔ **Settlement Machinery**-Mediation and Conciliation- function, process, conciliation machinery, Arbitration-advantages, disadvantages, types, qualification of arbitration, procedure of investigation, submission of award, Adjudication- importance, types and three-tier adjudication, labour court, industrial tribunals.
- ➔ **Industrial Dispute Act, 1947**: Causes of disputes, Authorities under the Act, Procedure and Powers of Authorities, Award and Settlement of industrial dispute.

REFERENCE

1. Owen, W. V. & Finston, H. V. : Industrial Relations, Appleton-Century-Crofts
2. I. I. P. M. : Personnel Management in India
3. Heckman, I. L. & Hunuyager, S. C: Management of Personnel Function, London: Business Publication Ltd
4. Mehrotra, S. N. : Labour Problems in India.
5. Sen, Ratna : Industrial Relations in India, Macmillan Publishers India
6. Memoria, C. B. : Industrial Relations, Himalaya Publication
7. Chhabara, T. N. and R. K. Suri: Industrial Relations- Concepts and Issues, Dhanpatria & Co
8. Any book concerned with Labour Acts and Industrial Law

PATTERN OF EXAMINATION:Mark
s

MB HC 32	INDUSTRIALRELATIONS
----------	---------------------

CourseObjective:

TotalPeriods:40(4Credits)

The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there willbe four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question(14marks)will beshortnotetype containing four options out of which any two options are required to be attempted.	70
Sessionals:Class Test/Quizzes(averageof2bestoutof3)Writeup,PresentationandParticipation	30
TotalMarks	100

Course Objective:

Total Periods:40(4Credits)

The objective is to gain familiarity with the concepts and skills to manage and improve organizational culture collaboratively. It seeks to educate how organizational goals are attained by furthering the human values in individuals.

Course Structure:**→ Understanding the Concept of Intervention-**

Nature, scope and definition of Organizational Development; achieving organizational improvement with Organizational Development; Organizational Development vs. the traditional interventions; brief overview of Laboratory – training and survey research & feedback methodology

→ Underlying Assumptions about People as Individuals- about people in groups and about people in organizational systems; assumptions relating to values in the client organization; values and belief systems of Change agents, Concept of System & Organizational Development**→ Operational Components of Organizational Development-** the diagnostic component, intervention/action taking component and process maintenance component, Understanding the belief of: action-should follow – research and research-should follow -action**→ OD Interventions-** overview, team building interventions and their rationales; Intergroup team building and the organization mirror intervention; personal, interpersonal and group process interventions; nature of comprehensive OD interventions; structural interventions & OD, conditions important for successful OD efforts**REFERENCE**

1. Wendell L. French & Cecil H. Bell Jr : Organizational Development, PHI, New Delhi
2. Management & Organizational Development : The Path from X to Y B New York McGraw Hill
3. Organizational Renewal : Gordon L. Lippitt New York, Century Crofts

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security.

Course Structure:

➔ **Compensation Management**-Compensation management process, Basis of compensation management, motivation and financial and non-financial compensation, compensation philosophies of compensation process, Assessing job values & relativities; Pay structures; Paying for performance, skills and competence.

➔ **Employee Benefits-**

Employee benefits and total remuneration, Special aspects of compensation mergers and acquisitions and compensation policies for new and startup organization, Provisions governing different components of compensation and working of different institutions

➔ **Legal Aspects of Compensation**-Objectives, structure and provisions of legislations on wages and bonus i.e. the minimum wages Act, 1948, the Payment of wages Act, 1936: The Payment of Bonus Act, 1976. Determination of wages D.A. and other monetary benefits through Industrial Tribunals, Case law, recent trends, and working of these laws

➔ **Recent Developments in Compensation Management**-Innovations in the area of compensation management in Indian and MNCs operating in India and abroad

REFERENCE

1. S.N Mishra : Labour Laws, Jain Book Agency
2. S.C Srivastava : Social Security and Labour Laws, Eastern Book Company
3. Madhavan Pillai : Labour and Industrial Laws, Jain Book Agency
4. V. V Giri : Labour problems in Indian Industry, India Asia Publishing House
5. N. D. Kapoor : Elements of Mercantile Law, Sultan Chand and Sons

PATTERN OF EXAMINATION:		Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation		30
Total Marks		100

CourseObjective:

TotalPeriods:40(4Credits)

ThecoursehasbeendesignedforpresentinggivingHumanResourcepractitionersanideaofPerfor
manceAppraisal,Demandsofthe organizationandhowthe Environmentalfactorsaffect
performance.

CourseStructure:

- ➔ **Introduction**-Understanding Performance Management, Nature and scope of Performance Management System,ProcessandelementsofPerformanceManagement,EffectivenessinPerformanceManagement,RelationshipbetweenOrganizationalStructureandPerformance;Importanceofdocumentingemployeeperformance
- ➔ **Performance Appraisal**- Performance Management Vs Performance Appraisal, Need for Performance Appraisal,Realistic appraisal, Steps and Methods of Performance Appraisal: Graphic Rating Scale, Alternative Ranking, PairedComparison, Forced Distribution, Critical Incident, Narrative Forms, Computerized and Web-based, Problems inappraisal, Supervisor'srole inappraisal.
- ➔ **Organizational Demands and Performance Management**-Organizational Strategy and Performance Management,Organizational Culture & Performance Management, Employee concerns-perceptions of procedural and distributivejustice, employees'responsivenesssto performancefeedback, achieving work/lifebalance.
- ➔ **EnvironmentalInfluencesandPerformancemanagement**- InfluenceofLabourforcetrends,Technology,Globalization and Ethics on performance management, Employee perceptions of the Performance Managementsystem, employee reactionstosurveillanceandmonitoring.

REFERENCE

1. PerformanceManagement :HermanAguinisPretinceHallNewDelhi
2. PerformanceManagementSystem&Strategies:DipakBhattacharyyaPearsonEducationND
3. PerformanceManagement :RobertBascalMcGrawHill
4. StrategiesforPerformanceManagement:ExcelBooksNewDelhi
5. HumanResourceManagement:GarryDessler,PearsonEducation,NewDelhi
6. HumanResourceManagement:DavidLepak&MaryGowan,PearsonEducation,NewDelhi

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question(14marks)will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals:Class Test/Quizzes(averageof2bestoutof3)Writeup,PresentationandParticipation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The course will critically explore how human resource information systems are applied in organizations to support organizational strategy, improve efficiency and flexibility, increase productivity and performance, and ensure compliance with employment law. The focus will be on merging computer technology with a strategic human resource management perspective in order to maximize the performance of business.

Course Structure:

→ Introduction-

Information and management, Characteristics, types and attributes of information, Traditional structure of an organization, Business systems, Interdependence between organizations and information systems, Data & Information needs for HR Manager; Sources of Data; Role of ITES in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Programming Dimensions & HR Manager with no technology background; Survey of software packages for Human Resource Information System including ERP Softwares such as SAP, Oracle Financials and Ramco's Marshal [only data input, output & screens];

→ **Fundamentals of Human Resource Information Systems (MIS)-HRIS-** HRIS Basics, Human resource policies and practices enabled by HRIS, Applications of HRIS: Data Management for HRIS: Data Formats, Entry Procedure & Process; Data Storage & Retrieval; Transaction Processing, Office Automation and Information Processing & Control Functions; Design of HRIS: Relevance of Decision Making Concepts for Information System Design; HRM Needs Analysis-Concept & Mechanics; Standard Software and Customized Software; HRIS - An Investment;

→ **HRDL Cycle** - Human Information systems development, Methodologies, Approaches to systems development, Stages of the SDLC, Prototyping, HR responsibility in each phase of HRIS development, Preimplementation sta

geof HRIS, HRIS planning, HRIS expectation, Productivity through HRIS, HRIS cost-benefit value analysis. HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information System's support for Planning & Control

→ **HRI Systems**-Systems for leave accounting, Payroll, ICT, Incentives, **Performance appraisal**, Group Decision Support Systems (GDSS) in HRIS, Enterprise Resource Planning (ERP), Emerging Trends in HRIS - Organization Structure & Related Management Processes including authority

& Responsibility, Flows, and Communication Process; Organization Culture and Power - Data Capturing for Monitoring & Review; Behavioral Patterns of HR & other Managers and their place in information processing for decision making

→ **Requirement analysis and tasks for requirements analysis-**

Overview of design of a Human Resource Information System, Gathering, Roles of people in software, Systems analysts, General model of MIS, System development, Model, Role of System Analyst and Business Analyst. Data Collection Methods - Obtaining data for marketing decisions, Collecting data, Types of data, Primary research methods, Types of research, Additional data collection methods, Database, Database lifecycle (DBLC), Concept of database management system

REFERENCE

1. K.C. Laudon and J.P. Laudon: Management Information Systems - Managing the Digital Firm, Prentice-Hall India, New Delhi, 2006
2. James A. O'Brien & George M. Marakas: Management Information Systems, McGraw-Hill, ND, 2007
3. Vincent R. Ceriello and Christine Freeman: Human Resource Management Systems: Strategies, Tactics, and Techniques, John Wiley & Sons, New York, 1998

MB HO 33	HUMAN RESOURCE INFORMATION MANAGEMENT SYSTEM (HRIMS)
----------	--

Course Objective:

Total Periods: 40 (4 Credits)

4. Michael J. Kavanagh & Mohan Thite: Human Resource Information Systems: Basics, Applications, & Future Direction, Sage, UK, 2008
5. Teresa Torres - Coronas and Mario Arias: Encyclopedia of Human Resources Information Systems: Challenges in E-HRM, Olivera Group Inc (IGI), UK, 2008
6. Henry C. Lucas: The Analysis, Design and Implementation of Information Systems, McGraw-Hill, New Delhi, 1991
7. Michael Armstrong: A Handbook of Human Resource Management Practice, Kogan Page Elizabeth Houldsworth and Dilum Jirasinghe: Managing and Measuring Employee Performance : Understanding Practice, Kogan Page. Jack J Phillips : Accountability in Human Resource Management, Gulf Professional Publishing.

PATTERN OF EXAMINATION:		Marks
<p>The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.</p>		70
<p>Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation</p>		30
Total Marks		100

CourseObjective:**TotalPeriods:40(4Credits)**

The course has been designed to introduce the students with the applications of systems designed to manage the dataresources of organizations. It provides the students an opportunity to study the hands-on implementation of a database incorporateenvironment.

CourseStructure:

- ➔ **The Foundation of Database Management System**-DataProcessingConcepts; Data Structures; File ProcessingandAccessMethods;TaxonomyofDataManagementSystems;VariousDataBaseManagementModels;Evaluation of Commercially Available Software, Systems with Managerial Emphasis on Tradeoffs among Cost,CapacityandResponsiveness.
- ➔ **Database Environment**-Functions of Transaction Processes and Their Communications Interface with DatabaseManagement Systems; Distributed Data Processing Systems and a Need for Database Environment for Such aSystem;NormalizationandLogical Design
- ➔ **Types of DBMS**-Physical Database Structures;Structured Query Language;Relational Database ManagementSystems for Successful Implementation of Distributed Systems; Distributed Database Systems; On-line Data Bases;Object-oriented Data Bases.
- ➔ **DBMS Administration**-Managerial Issues Related to DBMS; Evaluation Criteria; Performance Analysis; RecoveryIssues;Re-organizationProblems; ImplementationandMaintenanceIssues.
- ➔ **Contemporary Issues in SCM**-The content of the unit depends upon the recent developments in the field ofDBMSsuch as Cloud Computing etc, which would be specifically declared by the respective faculty during the coverage ofsyllabus.

REFERENCE

1. Coad,Peter&Edward Y. :ObjectOrientedAnalysis,EnglewoodCliffs
2. Kroenke,DavidM. :DatabaseProcessing:FundamentalDesignImplementation,MacMillanPress
3. McFaden,FredR.&HofferJ.A.:DatabaseManagement,Benjamin/CummingsPub.Co
4. Listofcasesandspecificreferencesincludingresearchpapers,articlesandbookswillbeannouncedint heclass.

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question(14marks)will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals:Class Test/Quizzes(averageof2bestoutof3)Writeup,PresentationandParticipation	30
Total Marks	100

CourseObjective:

TotalPeriods:40(4Credits)

To provideyouwith atheoreticalandpracticalunderstanding of coredatamining concepts andtechniques;andtoprovide you with hands-on experience in applying these techniques to practical real-world business problems usingcommercialdataminingsoftware.

CourseStructure:**→Introductiontodatamining-**

Overview,goalsofdatamining,Mythsaboutdatamining,TheDataMiningprocess

→DataExtraction**and Manipulation-**

theRelationalDataModelandRelationalDBMS,EnterpriseReporting,RelationalAlgebra,SQ L:

TheRelationalQueryLanguage

→OLAP and Multidimensional Data Analysis-Data warehousing and Multidimensional Databases, Data Quality, SummarizationandData Cubes, OLAPToolsandPivotTables

→Data Exploration and Dimension Reduction-Data Summarization and Visualization, Association & Market- BasedAnalysis,Frequent Itemset and AssociationRule Mining,Sequential patterns

→Classification and Predictive Modeling-Decision Tree induction, Model Evaluation and Interpretation, PredictiveModeling Using Neural Networks,Introduction to Neural Networks, Neural Networks vs. Regression, Using XLMinerforAssociationRuleMining, Findingclusters withXLMiner,UsingXLMinertobuilddecisiontrees

REFERENCE

1. AliABMShawkatandWasimiSalehA:DataMining;MethodandTechnique,CengagePublication
2. L.T.,Moss,S.Atre,A.Wesley:BusinessIntelligenceRoadmap:TheCompleteProjectLi fecycleforDecision- SupportApplications,Information,TechnologySeries.
3. Ralph Hughes: Agile Data Warehousing;Delivering World-Class Business Intelligence Systems Using ScrumandXP, CeregenicsInc.
4. S.Rizzi&M.Golfarelli:DataWarehouseDesign;ModernPrinciplesandMethodologies,TataMcGraw-HillEducation.

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question(14marks)will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals:Class Test/Quizzes(average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

CourseObjective:

TotalPeriods:40(4Credits)

The objective of the course is to introduce students to enterprise system applications appropriate for knowledge management, a strategic resource allocation process, involving transactions, interactions and relationships among data and people with global, complex business organizations.

Course Structure

- ➔ **Introduction to ERP**-Overview and Evolution of ERP-II through MRP, MRP-II & ERP; Opportunities and Problems of ERP; Identifying Benefits of ERP; Conceptual Model of ERP; ERP and the Competitive Advantage.
- ➔ **Understanding Business Processes**-Concept of Business Process; Rethinking of the Processes; Emergence of Re-engineering Concept; Identification of Re-engineering Needs; Preparing and Conducting Business Process Re-engineering
- ➔ **ERP Implementation**-ERP Implementation Lifecycle; Implementation Methodology; Hidden Costs; Organizing the Implementation - Vendors, Consultants and Users; Contracts with Vendors, Consultants and Employees; Project Management and Monitoring; Pre & Post ERP Implementation Issues
- ➔ **Modules of ERP**-Introduction to Basic Modules of ERP System: HRD - Personnel Management; Training and Development; Skill Inventory; Material Planning and Control - Inventory; Forecasting; Manufacturing – Production Planning; Production Scheduling; Production Control; Sales and Distribution; Finance; Resource Management in global scenario; Add-on Modules – SCM, CRM, TMS etc.
- ➔ **The ERP Market**-Issue of Standard Vs. Customized ERP Solution; ERP Packages at Market – Introduction to SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates Inc. (SSA), QAD etc.; A Comparative Assessment and Selection of ERP Packages and Modules
- ➔ **Contemporary Issues in ERP**-The content of the unit depends upon the recent developments in the field of ERP packages and modules as declared by the respective faculty during the coverage of syllabus.

REFERENCE

1. Alexis Leon : ERP Demystified, Tata McGraw Hill, New Delhi
2. Garg V. K. & Venkitakrishnan NK : Enterprise Resource Planning – Concepts & Practice”, PHI, New Delhi
3. Rahul V Altekar, P. : Enterprise Resource Planning, Theory and Practice, Prentice Hall of India
4. Applegate, L. M., Austin, R. D. & McFarlan, F. W. : Creating Business Advantage in the Information Age, McGraw-Hill
5. Monk, E. & Wagner, B. : Concepts in Enterprise Resource Planning, Thomson Course Technology
6. Olson, D. L. : Managerial Issues of Enterprise Resource Planning Systems, McGraw-Hill
7. Sandoe, K., Corbitt, G. & Boykin, R. : Enterprise Integration, John Wiley & Sons, Inc.
8. John Antonio : The SAP/3 Handbook, Tata McGraw Hill, New Delhi

MB IC 33	ENTERPRISERESOURCEPLANNING
----------	----------------------------

CourseObjective:

TotalPeriods:40(4Credits)

	S
The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there willbe four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question(14marks)will beshortnotetype containingfour optionsoutof whichanytwooptionsarerequiredtobeattempted.	70
Sessionals:Class Test/Quizzes(averageof2bestoutof3)Writeup, PresentationandParticipation	30
TotalMarks	100

CourseObjective:

TotalPeriods:40(4Credits)

TheaimofthispaperistoacquaintthestudentsofMBAProgramspecializinginInformationtechnologywithvariousaspectsofSoftware Project Management

CourseStructure:**→Introduction-**

FundamentalsofSoftwareProjectManagement(SPM),NeedIdentification.VisionandScopeDocument,ProjectManagementCycle, SPM Objectives, ManagementSpectrumSPM Framework

→Software Project Planning-Steps in Project Planning, Software Project Planning, Planning Objectives, Types ofProjectPlans,ProjectionandEstimation,SoftwareProjectManagementPlan,CreatingtheWorkBreakdownStructure. Identifying the Tasks and Activities, Estimating Duration and Cost, Manpower Planning, Project QualityPlanning,

→Project Organization-Software Development Process, Assigning Resources, Choosing an OrganizationalFormSoftwareArchitecture,ManagementStrategiesand Techniques

→ProjectScheduling-

ActivitySequencing,NetworkDiagram,ScheduleDevelopment.ScheduleCompressionTechniques. Software ProjectSchedulingTools

→ProjectMonitoringandControl-

SoftwareMetrics,SoftwareTesting,SoftwareQualityAssurance,SoftwareConfigurationManagement,MeasureProductivity,TakingcorrectiveActions,SeniorManagementReviewMeetings, ProjectsAudit andReview,

→Project Risk-Risk Assessment, Risk analysis- Qualitative and Quantitative, Prioritization of Risks RiskResponsePlanningMonitoringtheRisk

→CaseStudiesREFERENCE

1. R.T.Futrell,D.F.Shafer,&L.I.Shafer:QualitySoftwareProjectManagement,PearsonEducationLtd.
2. P.Jalote:SoftwareProjectManagementinPractice,PearsonEducationAsia Limited&TsinghuaUniversityPress
3. R.B. Kelsey :SoftwareProjectManagement:MeasuresforImprovingPerformance,ManagementConceptsPub.
4. SoftwareProjectManagement :FromConceptstoDevelopment,CoriolisGroup
5. B.B.Agarwal,S.Dhall,S.P.Tayal :SoftwareProjectManagement,UniversitySciencePress
6. A.SinghandK.K.Singh :SoftwareProjectManagement,UmeshPublications
7. G.P.Sudhakar :ElementsofSoftwareProjectmanagement,PHI

PATTERN OF EXAMINATION:

Marks

MB IO 31	SOFTWAREPROJECTMANAGEMENT
----------	---------------------------

CourseObjective:

TotalPeriods:40(4Credits)

The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question(14marks)will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals:Class Test/Quizzes(average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

CourseObjective:

TotalPeriods:40(4Credits)

The present course aims to develop an understanding of the importance of IT (Information Technology) in bringing about developments in the affairs of public life. It intends to develop an awareness of the e-governance technology, being used for delivering public services and the issues concerning the Cybersecurity.

CourseStructure:

- ➔ **Introduction**-Overview of e-Government and e-Governance, Stages of e-Governance, National E-Governance Plan(NeGP), Mission Mode Projects and their implementation status
- ➔ **e-Governance Systems**-e-Governance Systems Development Practices, Business Process Reengineering in Government, e-Governance success stories and implementation challenges
- ➔ **e-Governance Practices**- e-Governance Project Management Practices, Models of e-Governance Projects, Security threats and Cyber Forensics
- ➔ **Cyber Security**- Symmetric and Asymmetric cryptography (including Credit Card/Electronic data capture), Establishing security norms in cyberspace [ISO 270001], Cybersecurity and cyber audit implications for e-governance
- ➔ **Contemporary Issues**- Change Management Issues, IT Act 2000 and the related cases in India

REFERENCE

1. Gupta, M.P. (ed.) : Promise of e-Governance, Tata McGraw Hill,
2. Bhattacharya J. (ed.) : Technology in Government, GIFT Publishing,
3. Bagga, R.K. and Gupta P. (ed.): Transforming Government: e-Governance Initiatives in India, ICFAI Press, Hyderabad,
4. B.A. Forouzan : Cryptography And Network Security, Tata McGraw Hill,
5. Gupta, M.P., Kumar P., & Bhattacharya, J.: Government Online, Tata McGraw-Hill,
6. H. Richard : Implementing and Managing e-Government, Sage Publications,
7. V. Sharma : Handbook of Cyber Laws, Macmillan India Ltd.

PATTERN OF EXAMINATION:		Mark s
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation		30
Total Marks		100

Course Objective:

Total Periods: 40 (4 Credits)

The aim of this paper is to acquaint the students of MBA programs specializing in Information Technology with digital inclusion projects in developing countries and, in particular, focuses on processes of institutionalization of such projects.

Course Structure:**→ Introduction-**

Meaning of Digital Inclusion, Bridging the Digital Divide, Connecting People in Rural Communities

→ Means of digital inclusion - Rural Kiosks in India, Models of Communitye-Centers for the Poor, Conducive Environment for Promoting Communitye-centers, Digital Inclusion: Public Private Partnership

→ Case studies REFERENCE

1. S. Krishna and S. Madon (Ed.): The Digital Challenge Ashgate Publishing Ltd.,
2. C. Avegeron : Information Systems and Global Diversity, Oxford University Press
3. M. Castells : End of Millennium, Blackwell, Publishing
4. O. Manzer : Digital Inclusion for Development: South Asia's Best-contents, Digital Empowerment foundation
5. Building e-Community Centers for Rural development: Report of the Regional Workshop, Bali, Indonesia, 8-14 December, 2004

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

MB IO 33	DIGITALINCLUSIONFORDEVELOPMENT
----------	--------------------------------

CourseObjective:

TotalPeriods:40(4Credits)

SunRise

Course Objective:

Total Periods: 40 (4 Credits)

Objective of this course on Consumer Behavior is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be based on real life case-studies from Indian environment.

Course Structure:**→ Understanding Consumer Behavior-**

Introduction to Consumer Behavior; Consumer Behavior and the Marketing Concepts; Factors influencing Consumer Behavior

→ Consumer Decision making process-

Concept of Consumer Decision; Level of Consumer Decision Making; A Model of Consumer Decision Making

→ Consumer Motivation-

The concepts of motivation; Maslow's Theory of Motivation; Role of Motives in Guiding Behavior; Involvement of Consumer

→ Consumer Learning and Experience- Introduction to Consumer Learning; Learning Theories; Brand Equity and Brand Loyalty**→ Group Influence on Consumption-**

Role of reference groups; Effect of reference group on consumer decision making; Examples of endorsement by celebrities

→ Influence of Culture on Consumer Behavior- Concept of Culture; The measurement of Culture; Indian Core Values; Cultural aspects of emerging markets**→ Values, Lifestyles, and Psychographics-**

Impact of Values, Lifestyles and Psychographics on buying behavior; Demographics, Lifestyles and Psychographics; Values and Value Systems

→ Organizational Buying Behavior-

Difference between Consumer and organizational buying; Characteristics of Organizational Buying; Factors affecting Organizational Buying

→ e-Consumer Behavior- e-Business; Applications to Consumer Behavior; The Computer Age.**→ Changing Indian Consumer Behavior-** Drivers of Change; Changing Consumer Trends; Rural Consumer Behavior; New Consumption Patrons**REFERENCE**

1. D.L. Loudon, J. Albert Della Bitta : Consumer Behavior; Concepts and Applications, Tata McGraw Hill Publishing Company Limited
2. D.I. Hawkins, R.J. Best, and K.A. Coney: Consumer Behavior: Building Marketing Strategy, Tata McGraw- Hill Publishing Company Limited.
3. F.R. Kardes : Consumer Behavior and Managerial Decision Making, Prentice Hall of India Private Limited
4. Henry A. : Consumer Behavior and Marketing Action, Thomson Asia Pte Ltd.
5. K.K. Srivastava, S. Khandai : Consumer Behavior in Indian Context, Galgotia Publishing Company.
6. L.G. Schiffman, L. L. Kanuk, & S.R. Kumar: Consumer Behavior, Pearson Education Inc.
7. M. Evans, A. Jamal, & G. Foxall: Consumer Behavior, John Wiley & Sons LTD.
8. M. Khan : Consumer Behavior, New Age International Publishers.
9. M.R. Solomon : Consumer Behavior Buying, Having and Being, PHI Learning Private Limited
10. R. Majumdar: Consumer Behavior: Insights from Indian Market, PHI Learning Private Limited.
11. R.D. Blackwell, P.W. Miniard, & J.F. Engel: Consumer Behavior, Cengage Learning India Private Limited.
12. S.R. Nair : Consumer Behavior Consumer Behavior & Marketing Research, Himalaya Pub. House.
13. W.D. Hoyer & D.J. MacInnis : Consumer Behavior, Houghton Mifflin Co. USA.

MB MC 31	CONSUMER BEHAVIOR
----------	-------------------

Course Objective:

Total Periods: 40 (4 Credits)

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

To familiarize the students with the different elements of Integrated marketing communications, so that they can look at marketing communications with a holistic approach. The course is designed to enable the students to learn the basics of marketing communications.

Course Structure:

➔ **Introduction:** Concept of Integrated Marketing Communications (IMC), Process and Role of IMC in Marketing, Promotion mix- Advertising (Classification of advertising, types, advertising appropriation, advertising campaigns), Sales Promotion (Different types of Sales Promotion, relationship between Sales promotion and advertising), Publicity (Types of Publicity, relationship between advertising and publicity), Personal Selling, Direct marketing and direct response methods, Interactive/Internet Marketing

➔ **Objectives for**

Programs: Determining Promotional Objectives, establishing and allocating promotional budget

IMC

DAGMAR approach,

➔ **IMC Message Design-** The Creative concept development; the creative processes of the different forms of IMC; AIDA model Considerations for creative idea Visualization. (Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Client Evaluation and approval of Creative Strategy/work.

➔ **Media Management-** Media Types and their characteristics; Setting Media objectives; Considering key media concepts; Media planning; Media Strategy; Media buying; Cross media concept; and media research.

➔ **Facilitators in IMC-** Advertising Agencies –

their role, functions, organisation, Remuneration, client agency relationship, account Planning; Hoarding Contractors; Printers, etc.

➔ **Ethics and social responsibility in IMC campaigns**➔ **Emerging Concepts and Issues Marketing****Communications REFERENCE**

1. Aaker & Myers : Advertising Management, Prentice Hall Inc.
2. Borden & Marshall: Advertising Management, MV Taraporevala Sons' Co Pvt. Ltd, Richard D Irwin Inc. Homewood, Illinois.
3. Chunawala & Sethia : Foundations of Advertising Theory & Practice; Himalaya Publishing House
4. Copley Paul: Marketing Communications Management Concepts & theories, Cases and Practices; Butterworth-Heinemann Publication
5. Duncon : Integrated Marketing Communications, TMH
6. Kenneth Clow & Donald Baack: Integrated Advertising, Promotion, & Marketing Communications, Pearson Education, Limited
7. Otto Kelpner : Advertising Procedure; Prentice Hall Inc.
8. Rathore : Advertising Management; Himalaya Publishing House
9. Rahtz Don R : Integrated Marketing Communication; Cengage Learning
10. Sandage, Fryburger & Rotzoll : Advertising Theory & Practices; Richard D Irwin Inc., Homewood, Illinois
11. Siraj M Joseph & Rahtz Don R : Integrated Marketing Communication – A Strategic Approach, Cengage Learning
12. Wells, Burnett & Mariarity : Advertising Principles & Practices; Prentice Hall of India
13. Wright, Warner, Winter & Zeigler: Advertising, McGraw Hill Education

MB MC 32	INTEGRATEDMARKETINGCOMMUNICATION
----------	----------------------------------

CourseObjective:

TotalPeriods:40(4Credits)

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The paper is designed to impart the skill-based knowledge of Customer Relationship Management. The syllabus encompasses almost the entire aspect of the subject. The purpose of the syllabus is to not just make the students aware of the concepts and practices of CRM in modern businesses but also enable them to design suitable practices and programs for the company they would be working for.

Course Structure:**→ Customer Relationship Management Fundamentals-**

Theoretical perspectives of relationship, Evolution of relationship marketing, Purpose of relationship marketing, Approach to relationship marketing: A paradigm shift, Historical Perspectives, CRM Definitions, Emergence of CRM practice, CRM cycle, Stakeholders in CRM, Significance of CRM, Types of CRM, Success Factors in CRM, CRM Implementation, People factor in CRM

→ Dimensions of Customer Relationship Management

Customer Satisfaction: Meaning, Definition, Significance, Components of Customer Satisfaction, Customer Satisfaction

Models, Rationale of Customer Satisfaction

Customer Loyalty: Meaning, Definition, Significance, Customer Loyalty, Customer Loyalty Ladder, Loyalty Principles, Benefits of Customer Loyalty,

Dimensions of Customer Loyalty, Determinants of

Customer Loyalty, Drivers of Customer Loyalty

Service Quality: Meaning and Definition of Service Quality, Types of Service Quality, Service Quality Dimensions, Service Quality Gaps.

→ Customer Relationship Management: Technology Dimensions-E-

CRM in Business, CRM: A changing Perspective, Features of e-CRM, Advantages of e-CRM, Technologies of e-CRM, Voice Portals, Web Phones, BOTs,

Virtual Customer Representative, Customer Relationship Portals, Functional Components of CRM, Database Management: Database Construction, Data Warehousing, architecture, Data Mining. Characteristics, Data Mining tools and techniques, Meaning, Significance, Advantages, Call Center, Multimedia Contact Center, Important CRM softwares.

→ Emerging Concepts and Perspectives in Customer Relationship Management: To be announced by the Teacher at the beginning of the session**REFERENCE**

1. Kristin Anderson, Carol Kerr: Customer relationship management, McGraw-Hill Professional
2. Federico Rajola : Customer Relationship Management: Organizational & Technological Perspectives, Springer
3. Rajendra Kumar Sugandhi : Customer Relationship Management, New Age International
4. Jagdish N. Sheth : Customer relationship management: Emerging Concepts, Tools, & Applications, Tata McGraw-Hill Education
5. Gerhard Raab : Customer relationship management: a Global Perspective, Gower Publishing, Ltd.
6. Ed Peelen : Customer Relationship Management, Pearson Education India
7. Francis Buttle : Customer Relationship Management, Butterworth-Heinemann
8. Judith W. Kincaid : Customer Relationship Management: Getting It Right, Prentice Hall Professional
9. Lakshman Jha : Customer Relationship Management: A Strategic Approach, Global India Publications
10. Alok Kr. Rai : Customer Relationship Management: Concepts and Cases, PHI

MB MC 33	CUSTOMER RELATIONSHIP MANAGEMENT
----------	----------------------------------

Course Objective:

Total Periods: 40 (4 Credits)

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods:40(4Credits)

The objective of this course is to develop insights into emerging trends in the service sector in a developing economy like India. Further, the course in Services Marketing is intended to broaden students' view of marketing to give an understanding of how marketing is practised in service organizations and how it will be managed in the future.

Course Structure:**→ Introduction to Services Marketing-**

Emergence of Services Economy; Nature and Definitions of Services; Classification of Different, Types of Services; Differences in Goods versus Services Marketing; Services Marketing Mix; Trends in Services Marketing

→ Understanding Consumers' Behavior for Services- Consumer Purchase Behavior in services; Consumer Decision Making Process; Meaning and Types of Service Expectations; Services Encounters and Consumer Satisfaction; Segmenting, Targeting and Positioning of Services.**→ Services Marketing Mix-** New Service Development and Blueprint; Services Product Strategies; Approaches to Pricing Services and Pricing Strategies; Designing the Service Communication Mix; Branding of Services; Distributing Services – Context and Options; Physical Evidence of a Service.**→ Effective Service Delivery Process-**

Understanding Capacity Constraints and Demand Patterns; Strategies for Matching Capacity and Demand; Waiting Line Strategies; Designing and Managing Service Processes; Employees' and Customers' Role in Service Delivery

→ Implementing Service Marketing- Service Quality Measurement and Improvement of Service Quality; Consumer Complaint Behavior; Consumer Response to Effective Service Recovery; Principles of Service Recovery; CRM in Services**→ Contemporary Issues in Services Marketing** -The content of the unit depends upon the recent developments in the field of services marketing, which would be declared by the respective faculty during the coverage of syllabus.**REFERENCE**

1. Lovelock, Christopher H. : Services Marketing, Pearson Education, New Delhi
2. Zeithaml V. A. & Bitner M. J.: Services Marketing, Tata McGraw Hill, New Delhi
3. Verma H. V. : Marketing of Services, Global Business Press, New Delhi
4. K. E. Clow & David L. Kurtz : Services Marketing, Biztantra
5. Govind Apte : Services Marketing, Oxford Publications
6. Swartz & Iacobucci : Handbook of Services Marketing & Management, Sage Publications.
7. Hoffman & Bateson : Services Marketing, Cengage Learning, New Delhi

PATTERN OF EXAMINATION:

Marks

MB MO 31	SERVICEMARKETING
----------	------------------

CourseObjective:

TotalPeriods:40(4Credits)

The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate set of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

This paper deals with a broad conceptual focus on the marketing management problems, techniques and strategies necessary to incorporate the marketing concept into the framework of the world market place. The present course explores those aspects of marketing which are unique to international business.

Course Structure:**→ Importance and Challenge of International Marketing-**

Definition of International Marketing: Domestic Marketing Vs. International Marketing; Categories of International marketing Involvements; International Marketing Task; Nature of International Marketing Management;

→ Analysis of International Marketing Environment and Identifying Foreign Markets -

Political Considerations and Governmental Influences; Cultural and Social Dynamics; Economic Development and Geographical Conditions; Competitive Conditions; Legal and Financial Influences.

→ International Marketing Intelligence and Research -

Analysis of World Market; Market analysis; Purposes and Methods; Marketing Intelligence; International Marketing Research.

→ Planning Entry and Operations Strategies-

Export; Franchise, Joint Ventures; Direct Investment; Multinational Operations.

→ International Product Policies -

Strategic Considerations in Making Multinational Product Decisions; Alternative Strategies in Multinational Product Planning; Methodology in Making Multinational Product Decisions.

→ International Pricing Decisions-

Price Escalation; International Transfer Pricing; Pricing Strategy; Factors influencing the Establishment of International Prices; Export Pricing; Differential Pricing.

→ International Distribution System and Logistics-

International Marketing Channel Decisions; Importance and Scope of Channel Decisions; Channels between Nations; International Physical Distribution Decisions; Nature of Physical Distribution; The Systems Concept; Trade Terms; Structure of International Physical Distribution.

→ International Marketing Communication-

Communication with Foreign Buyers; Planning and Preparing International Promotional Programmes; Media Structure; Planning Media Strategy; Cooperative Advertising.

→ Emerging Issues and Developments in International Marketing-

To be announced at the beginning of the session.

REFERENCE

1. Sak Onkvisit and John Shaw : International Marketing - Analysis and Strategy, Taylor & Francis
2. Varshney & Bhattacharya : International Marketing Management, Sultan Chand & Sons
3. S.C. Jain : International Marketing Management, Boston: Kent Publishing
4. S. Hollensen, A. Thornhill, P. Lewis : Global Marketing - A Decision Oriented Approach, Pearson Edu. Limited
5. Warren J. Keegan : Global Marketing Management, Pearson Education India
6. M.R. Czinkota & I.A. Ronkainen : International Marketing, Cengage Learning
7. Fayerweather, John : International Marketing, Prentice Hall Inc
8. Sarathy, Rand V. Terpstra : International Marketing, Dryden Press

PATTERN OF EXAMINATION:

Marks

MB MO 32	INTERNATIONALMARKETINGMANAGEMENT
----------	----------------------------------

CourseObjective:

TotalPeriods:40(4Credits)

The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there willbe four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question(14marks)will beshortnotetype containing four optionsout of which anytwo optionsarerequiredtobeattempted.	70
Sessionals:Class Test/Quizzes(averageof2bestoutof3)Writeup,PresentationandParticipation	30
TotalMarks	100

CourseObjective:

TotalPeriods:40(4Credits)

The objective of the course is to familiarize the participants with conceptual understanding of Rural Marketing practices in Indian context.

Course Structure:

- ➔ **Introduction:** Rural Marketing – Concept & Scope, Attractiveness & Challenges of Rural Markets, Rural vs. Urban Markets.
- ➔ **Rural Marketing Environment-** Rural Market in India, Size and Scope, Environment and Emerging Profile of Rural Markets in India
- ➔ **Rural Consumer Behavior-** Rural Consumers Dimensions- Buying Decision Process, Marketing Mix for Rural Marketing,
- ➔ **Researching Rural Market-** Research approach, Rural Marketing Information System, Diffusion of Innovation
- ➔ **Rural Marketing Strategies:**
 - ➔ **Rural Market Segmentation-** Basis and Strategies, Positioning Strategies for Rural Market.
 - ➔ **Product Strategy-** Product Planning & Strategies for Rural Markets, New Product Development: Consumer Adoption Process, Product Mix.
 - ➔ **Pricing Strategies for Rural Markets-** Pricing Policies, Innovation in Pricing of the Products.
 - ➔ **Communication Strategy-** Challenges in Rural Communication, Advertising and Sales Promotion for Rural Markets, Setting Communication Objectives, Rural Media: Media Innovation, Branding in Rural India, Brand Loyalty Vs Stickiness, Fake Brands- Strategies to Counter Fake Brands.
 - ➔ **Distribution Strategy-** Issues in Rural Distribution Channels, Tapping the Rural Markets, Rural Distribution Strategies, Rural Retailing, Haats/Shandies, Vans & Mobile Stores, Innovation in Rural Distribution System.

REFERENCE

1. P.Kashyap & S.Raut : Rural Marketing, Biztantra
2. T.P.Gopal Swamy : Rural Marketing, Vikas Publishing House
3. B.Dogra & K. Ghuman : Rural Marketing, TMH
4. S.K.Velayudhan : Rural Marketing, SAGE Publication
5. U.C.Mathur : Rural Marketing, Excel Books,
6. CG Krishnamacharyulu, L.Ramakrishnan: Rural Marketing, Pearson Education
7. Habeeb Ur Rahman : Rural Marketing, HPH,
8. Sukhpal Singh : Rural Marketing, Vikas Publishers
9. Minouti Kamat & R.Krishnamoorthy : Rural Marketing, HPH, Agricultural

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of	70

MB MO 33	RURALMARKETING
----------	----------------

CourseObjective:

TotalPeriods:40(4Credits)

whichanytwooptionsarerequiredtobeattempted.	
Sessionals:Class Test/Quizzes(averageof2bestoutof3)Writeup,PresentationandParticipation	30
TotalMarks	100

Course Objective:

Total Periods: 40 (4 Credits)

The objective of this course is to develop the understanding of various components of integrated supply chain. The learning is focused on developing the supply chain to suit not only the domestic operations but also the global operations.

Course Structure:

- ➔ **The Foundation of Supply Chain Management**-Overview and Evolution of Supply Chain Management; Supply Chain Concepts and Models; Strategic Fit Concept of SCM; SCM- An Organization Spanning Activity; SCM as a Tool to Gain Competitive Advantage.
 - ➔ **Key Processes of Supply Chain Management**-Supply Chain Planning; Purchasing in Supply Chain; Supply Chain Network Design & Manufacturing; Inventory and Warehousing in SCM; Supply Chain Transportation Decisions.
 - ➔ **SCM Enablers**-Tools and Techniques of Information & Communication Technology (ICT) in Supply Chain; Supply Chain Forecasting; Buyer-Supplier Partnership; Customer Relationship Issues in SCM
 - ➔ **SCM Administration**-Supply Chain Cost Analysis & Pricing; Supply Chain Risk Management; HR Issues in SCM; Supply Chain Performance Measurement
-
- ➔ **Contemporary Issues in SCM**-The content of the unit depends upon the recent developments in the field of SCMs such as Lean Approach; Green SCM; Reverse Logistics etc., which would be specifically declared by the respective faculty during the coverage of syllabus.

REFERENCE

1. Chopra Sunil & Meindell P. : Supply Chain Management, Pearson Pub., New Delhi
2. Agrawal D.K. : Supply Chain Management, Macmillan Press, New Delhi
3. Shah J. : Supply Chain Management, Pearson Pub., New Delhi
4. Ballou R.H. : Business Logistics/SCM, Pearson Pub., New Delhi
5. David Simchi-Levi et al. : Designing and Managing the Supply Chain: Concepts, Strategies, and Test Studies, McGraw-Hill.
6. Jeremy F. Shapiro : Modeling the Supply Chain, Duxbury.
7. Terry P. Harrison, et al. ed. : The Practice of Supply Chain Management: Where Theory and Application Converge, Kluwer Academic Publishers.
8. Mentzer John T. : Supply Chain Management, Sage Publication, New Delhi
9. Sahay B.S. : Supply Chain Management for Global Competitiveness, MacMillan Publication, New Delhi.
10. Burt Dobler and Starling : World Class Supply Management, Tata McGraw Hill.
11. Coyle Bondi and Langely : The Management of Business Logistics: A Supply Chain Perspective, Thomson South Western

PATTERN OF EXAMINATION:

Mark s

MB OC 31	LOGISTICS AND SUPPLY CHAIN MANAGEMENT
----------	---------------------------------------

Course Objective:

Total Periods: 40 (4 Credits)

The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The course will critically explore the various dimensions of planning that are needed for Operations and Production Management. Operations Management has been an indispensable component of all manufacturing and service organizations. The focus of the paper will be to acquaint learners with the various planning dimensions and areas that are the basis of an effective operations strategy.

Course Structure:**Introduction-Explaining the relationship of operations management to other aspects of the organization's operations**

- ➔ An overview of operations strategy and its importance to the firm.
- ➔ Design of products/services and processes and how this relates to operations and supply.
- ➔ The concept of sustainability in operations management.
- ➔ Operations Management as a strategic process.
- ➔ Processes in Operations Management; Role and Relevance of Planning Function in Operations Management.

Application:

- ➔ Systems used in operations management: Manufacturing Resource Planning II (MRP II); Optimized Production Techniques (OPT) and Enterprise Resource Planning (ERP).
- ➔ Different methods of quality measurement (e.g. Servqual).
- ➔ Demand Management (The Made-to-stock, the Assemble-to-order, make to order environment, sales and operations planning, master production scheduling, dealing with customers on a day-to-day basis, Information use in Demand Management, monitoring customer relationship management, outbound product flow, CANBAN)
- ➔ External quality standards (e.g. for Vendors, Suppliers, Dealers, Agents)
- ➔ Use of process maps to present the flow of information and products in: a) Manufacturing, b) Service industries.
- ➔ Process Automation (Simulation, Automation, Robots, Group technology, Flexible, Manufacturing Systems).
- ➔ Methods of managing operational capacity in product and service delivery (e.g. use of queuing theory, forecasting, flexible manufacturing systems).
- ➔ Application of lean techniques to services; The characteristics of lean production; Criticisms and limitations of lean production.
- ➔ Practices of continuous improvement (e.g. Quality circles, Kaizen, 5S, 6 Sigma).
- ➔ Developing relationships with suppliers, including the use of supply portfolios.
- ➔ Contemporary issues and practices in Operations Planning (other Production Systems, Economic Considerations, lean current and re-engineering)

REFERENCE

1. Stevenson, J. William : Operations Management, McGraw-Hill Irwin
2. Plossl, G.W. : Production and Inventory Control; Principles and Techniques, Englewood Cliffs, NJ, Prentice-Hall
3. Phillip F. Oswald and Jairo Munoz : Manufacturing Processes and Systems; Wiley India
4. Jay Heizer and Barry Render : Operations Management; Prentice Hall
5. Monks, Joseph G., : Operations Management; Theory and Problems, McGraw-Hill
6. Mikell P. Groover, : Fundamentals of Modern Manufacturing; Wiley India

MB OC 32	OPERATIONS PLANNING
----------	---------------------

Course Objective:

Total Periods: 40 (4 Credits)

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

CourseObjective:

TotalPeriods:40(4Credits)

TheaimofthisistomakestudentsoptingforOperationasspecializationproficienti

material

nvariousaspectsof management.

CourseStructure:

➔ **Introduction**-Dynamics of Materials Management. Materials Management at Micro-level. Materials Management atmacro-level. InventoriesofMaterials. Totalconcept.Definition. ABrief historyofdevelopment.

➔ **Forecasting and objectives**-Systems Design. Control of the flow of materials. Forecasting and planning. Forecastingmethods. Object ofMaterialManagement.

➔ **Planning, Purchasing and Procurement**-Mapping the materials plan work. The materials cycle and flow controlsystem. Materials Budget. Purchasing principle, procedure and practices.Fundamental objective of purchasing.Responsibilities and limitation, source of supply and supplier selection, supplier qualities assurance program. Buyerhassupplierrelationships.

➔ **StoreManagementandOperations-**
Storage systems.Storelocationandlayout.Developmentsofstorage—centralize and decentralize. Standardization and Variety Reduction, Material codification and its Advantage andDisadvantages.

➔ **ComputerizationofMaterialManagem**

ent-

MaterialRequirementPlanning(MRP)FoundationforMaterialsRequirementPlanning, ImportanceofPlanningParameters.Understandingthe Impactof MRP.

REFERENCE

1. A.K.Dutta :MaterialManagement;ProcedureTextandCase,PrenticeHallofIndia
2. P.GopalKrrishanan&NSunderasion:MaterialManagement:AnIntegratedApproach,PHI,Learning
3. A.K.Singh :MaterialManagement,LakshmiPublication(P)LTD.
4. StanCMcdonald :MaterialManagement:AnExecutiveSupplychainGuide,JohnWiley&Sons.
5. AsitK.ghosh&PremKumar:MaterialManagement,AnmolPublicationsPvt.Ltd.
6. J.R.Tony,Arnold,S.&N.Chapaman:IntroductiontoMaterialManagement,PrenticeHal
7. S.Chatterji :AppliedMaterialManagement,SagePublication
8. S.S.Katoch :MataerialManagement,AnmolPublicationPvtLtd.
9. D.SAmmer :MaterialManagementandPurchasing,R.D.Irwin1980
10. WilliamR.Steizer :MaterialManagement,PrenticeHall

PATTERN OF EXAMINATION:	Mark s
The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have	70

two parts	
A&B. The last question (14 marks) will be short note type containing four options out of	
Which any two options are required to be attempted.	
Course Objective:	Total Periods: 40 (4 Credits)
Sessionals: Class Test/Quizzes (average of 2 best out of 3)	30
Writeup, Presentation and Participation	
Total Marks	100

CourseObjective:

TotalPeriods:40(4Credits)

The main purpose of this paper is to make the students of MBA, specializing in Operations Management (OM) familiar with CAD/CAM system.

Course Structure:

- ➔ **Fundamentals of CAD**-Introduction. The CAD system – Definition, Reasons for Implementing CAD. Design Process – Shigley Model, Pahl and Beitz Model, Gshuga Model Farle Model. Applications of Computer. Design – Geometrics Modeling. Engineering Analysis Designing Review and Evaluation. Automated drafting. Benefits of Computers Aided design. Creating the Manufacturing Database.
- ➔ **CAD System Hardware**-Introduction. The Design Workstation. Graphics Terminal – Image Generation in Computer Graphics. Graphics Terminals for CAD – Directed Beam Refresh Tube (DBRT), Direct View Storage Tube (DVST), Rosters Scan terminal (Digital TV). Graphics Input Devices – Cursor Control Devices, Digitizer, Keyboard, Terminals, Graphics Output Devices – Pen Plotters, Hardcopy Unit, Electrostatic Plotters, computer – output – to – Microfilm (COM) Units. Mode of operations – Hard Copy Mode, On-Line Mode, Off Line Mode, remote Mode, CAD System Configuration.
- ➔ **CAD System Software**-Introduction. Graphics Software – The Software Configuration of Graphics System. Function of a Graphic Package – Generation of Graphic Elements, Transformation and Display. Rendering – rasterizing Polygons, Hidden Surface Elimination. Z-Buffer Algorithm – Scan Line. Anti-Aliasing – Super Sampling or Postfiltering, Area Sampling or Pre-Filtering, Pixel Phasing, Stochastic Sampling. Reflection Shading – Zgouraud Shading, Phong Shading.
- ➔ **Principles of interactive Computer Graphics**-Graphics Preliminaries, Point Plotter and Drawing of Lines. Line Drawing Algorithm – DDA Algorithm, Bresenham's Line Algorithm, Bresenham's Circle Algorithm – Properties of Circles, Eclipse Generating Algorithm.
- ➔ **Numerical Control Production System**-Introduction. What is Numerical Control (NC)? The NC Procedures. NC Coordinate Systems – Fixed Zero and Floating Zero, Absolute Positioning and Incremental Positioning. Elements of NC System – Machine Control Unit, Part Program, Machine Tool. Classification of NC Systems – Point to Point, Straight Cut.

REFERENCE

1. Ulrich Rembold, & R. Dillmann: Computer – Aided Design & Manufacturing: Methods and Tools, Springer – Verlag
2. Mikell P. Groover, & Emory W. Simmers, Jr. : CAD/CAM: Computer Aided Design & Manufacturing, Pearson Education India.
3. Nicholas M Palrikalakis, & Takachi Maekawa: Shape Interrogation for Computer Aided Design & Manufacturing, Springer
4. K. Lalit Narayan, K. Mallikarjuna Rao, & M. M. M. Sarcar: Computer Aided Design & Manufacturing, PHI Learning Pvt Ltd,
5. Farid M. L. Amirouche: Principles of Computer Aided Design & Manufacturing, Pearson Prentice Hall,
6. P. N. Rao : CAD/CAM: Principles and Applications, Tata Mcgraw Hill Education
7. Ibrahim Zeid : Mastering CAD/CAM, Tata Mcgraw Hill
8. P. N. Rao, N. K. Tiwari, & T. K. Kundra : Computer Aided Manufacturing, Tata McGraw Hill Education

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The objective of the course is to introduce students to enterprise system applications appropriate for knowledge management, a strategic resource allocation process, involving transactions, interactions and relationships among data and people with global, complex business organizations.

Course Structure:

- ➔ **Introduction to ERP**- Overview and Evolution of ERP- II through MRP, MRP-II & ERP; Opportunities and Problems of ERP; Identifying Benefits of ERP; Conceptual Model of ERP; ERP and the Competitive Advantage.
- ➔ **Understanding Business Processes**- Concept of Business Process; Rethinking of the Processes; Emergence of Re-engineering Concept; Identification of Re-engineering Needs; Preparing and Conducting Business Process Re-engineering.
- ➔ **ERP Implementation**- ERP Implementation Lifecycle; Implementation Methodology; Hidden Costs; Organizing the Implementation - Vendors, Consultants and Users; Contracts with Vendors, Consultants and Employees; Project Management and Monitoring; Pre & Post ERP Implementation Issues.
- ➔ **Modules of ERP**- Introduction to Basic Modules of ERP System: HRD - Personnel Management; Training and Development; Skill Inventory; Material Planning and Control - Inventory; Forecasting; Manufacturing – Production Planning; Production Scheduling; Production Control; Sales and Distribution; Finance; Resource Management in global scenario; Add-on Modules – SCM, CRM, TMS etc.
- ➔ **The ERP Market**- Issue of Standard Vs. Customized ERP Solution; ERP Packages at Market – Introduction to SAP AG, Baan Company, Oracle Corporation, People Soft, JD Edwards World Solutions Company, System Software Associates, Inc (SSA), QAD etc.; A Comparative Assessment and Selection of ERP Packages and Modules.
- ➔ **Contemporary Issues in ERP**- The content of the unit depends upon the recent developments in the field of ERP, which will be periodically declared by the respective faculty during the coverage of syllabus.

REFERENCE

1. Alexis Leon : ERP Demystified, Tata McGraw Hill, New Delhi
2. Garg V.K. & Venkitakrishnan NK : Enterprise Resource Planning – Concepts and Practice”, PHI, New Delhi
3. Rahul V Altekar, P. : Enterprise Resource Planning, Theory and Practice. Prentice Hall of India
4. Applegate, L.M., Austin, R.D. & McFarlan, F.W.: Creating Business Advantage in the Information Age, McGraw-Hill.
5. Monk, E. & Wagner, B. : Concepts in Enterprise Resource Planning, Thomson Course Technology.
6. Olson, D.L. : Managerial Issues of Enterprise Resource Planning Systems, McGraw-Hill.
7. Sandoe, K., Corbitt, G. & Boykin, R. : Enterprise Integration, John Wiley & Sons, Inc.
8. John Antonio : The SAP/3 Handbook, Tata McGraw Hill, New Delhi

PATTERN OF EXAMINATION:

Marks

MB OO 32	ENTERPRISERESOURCEPLANNING
----------	----------------------------

CourseObjective:

TotalPeriods:40(4Credits)

The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there willbe four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. Thelastquestion(14marks)willbeshortnotetypecontainingfouroptionsoutof whichanytwooptionsarerequiredtobeattempted.	70
Sessionals:Class Test/Quizzes(averageof2bestoutof3) Writeup, PresentationandParticipation	30
TotalMarks	100

Course Objective:

Total Periods: 40 (4 Credits)

This course intends to introduce the innovation process and its management; to provide insights into the process to be followed in order to manage technological change; to explore the effects of technology on the work force and the quality of work life. Technology and innovation are value drivers and that management decisions should be anchored in the fundamental objective of the creating competitive advantage.

Course Structure:**➔ Introduction-**

Technology: Definition and Characteristics, Management of Technology, Two contemporary perspectives in Management, Key concepts.

➔ Technological Environment-

Environment and Technological Environment, Actors in the Technological Environment, Changes in the Technological Environment, Major current developments in the Technological Environment

➔ Process of Technologies Change-Innovation- Overview of the Dynamics of Technological Change, Concept of Innovation, Innovation Dynamics at the firm level, Technology Evolution, Characteristics of Innovative Firms**➔ Process of Technologies Change-Diffusion – Concept of Diffusion, Dynamics of Diffusion, A model of Innovation Adoption, Factors that Drive the Process of Diffusion, Influence of Environmental Trends on Diffusion****➔ Technology and Competition-**

Competitive Domains, Competitive consequences of Technological Change, Technological Characteristics of Competitive Domains

➔ Process Innovation, Value chains and Organization-Drivers of change in value chain, Modes of Value chain configuration, Value chain configuration and Organizational characteristics, Design of work and careers, Influence of Environmental Trends.**➔ Technology Intelligence-**

Introduction, Mapping Technology Environment, Mechanism for Data Collection, Analytical tools, Managing Environmental Analysis in Organizations

➔ Technology Strategy-Overview-

Technology Business Connection, Technology Strategy: Definition, The key Principles Underlying Technology Strategy, Technology Strategy Types, A framework for formulating Technology Strategy.

➔ Appropriation of Technology-

Evolution of Technology Appropriation Principles, 3G Approach for the Appropriation of Technology, Productivity of In-House R&D

➔ Organizing for Innovation-

Organizational Mechanism for Innovation, Principles & Process of organizing, Characteristics of continuously innovative organizations, Role of Leadership

REFERENCE

1. Burgelman R.A., Christensen C.M., & Wheelwright S.C.: Strategic Management of Technology and Innovation, Tata McGraw Hill Education Pvt. Ltd.
2. Steele, L.W. : Managing technology- The Strategic View, McGraw Hill,
3. Rao, A.S. : Managing of Technology Change, Global Business Press.
4. Pritchett, Price : New Habits for a Radically Changing World. Pritchett & Associates
5. Nord, W., & Tucker, S. : Implementing routine and Radical Innovations. Lexington Books
6. Rogers, E.M. : Diffusion of Innovation, Free Press

MB OO 33	MANAGING TECHNOLOGY AND INNOVATION
----------	------------------------------------

Course Objective:**Total Periods: 40 (4 Credits)**

- | | |
|-----------------------|--|
| 7. M.E. Porter, | : Competitive Advantage, Free Press |
| 8. S. Makridakis, | : Forecasting Methods for Management, Wiley-Inter Science |
| 9. M.A. Maidique, eds | : Strategic Management of Technology & Innovation Homewood |
| 10. Edosomwan, J.A. | : Integrating Innovation and Technology Management, John Wiley & Sons. |

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 20 (2 Credits)

The paper aims to create an understanding of the concept of Social Entrepreneurship as endowed with a different flair of Entrepreneurship. It seeks to prepare the mind with skills, structures and processes associated with Social Entrepreneurship and management of Social Enterprises in Indian Context.

Course Structure:

Introduction: Defining Social Entrepreneurship, Perspective, Challenges, Strategies and its future. Social Entrepreneurship Vs. Entrepreneurship.

- ➔ Social Entrepreneurship New Models & Theories: Model for Sustainable Development, Social Entrepreneurship in India, Plans and Policies required for Social Change. Total Empowerment through Social Entrepreneurship.
- ➔ Social Enterprises – Defining Social Enterprises and Social Entrepreneur, Management of Social Enterprises in India, Leading Social Entrepreneurs in India. Self-Assessment Technique for being a Social Entrepreneur. Social Entrepreneurial skills and practices.
- ➔ Social Entrepreneurships and its Linkage with NGO's, Microfinance, etc., Role of ICT, SHGs, Case Studies.

REFERENCE

1. David Bornstein : How to Change the World, Penguin Books
2. K.B.S. Kumar : Social Entrepreneurs – The Change Makers, The ICF AI University Press
3. Sheobahal Singh : Entrepreneurship and Social Change, Rewat Publications
4. K.G. Karmakar : Microfinance in India, SAGE Publications
5. David Bornstein and Susan Davis: Social Entrepreneurship, What Everyone needs to know.
6. Johanna Mair, Jeffrey Robinson and Kasi Hockerts: Social Entrepreneurship
7. Alex Nicholls : Social Entrepreneurship, New Models of Sustainable Social Change
8. Martin Clark : The Social Entrepreneur Revolution

CourseObjective:**TotalPeriods:40(4Credits)**

The present course is intended to provide the students an opportunity to apply their theoretical knowledge of concepts, principles, tools and mechanism of strategic management acquired in the preceding semester in the resolution of real life problems facing top management through case discussions.

CourseStructure

This course will primarily be handled through discussion of real life cases. However, a few introductory lectures will be delivered.

- A. Lectures will be delivered on the following aspects:
- Introduction to Business Policy
 - Role and responsibilities of central management
 - Management of Strategic Change
 - Corporate Strategy and Organizational Culture
 - Blue Ocean Strategy
 - Balanced Score Card
- B. Real life cases will be discussed on all those aspects, which are related to policy Formulation and execution.

REFERENCE

1. Newman and Logan : Strategy, Policy and Central Management, South-Western Pub. Co
2. Ronald Christanson & others: Business Policy- Text and Cases, R. D. Irwin,
3. Donald F. Harvey: Strategic Management & Business Policy, Merrill
4. Michael Porter : Competitive Advantage, Simon and Schuster
5. G. Hamel & C.K. Prahalad: Competing for the Future, Harvard Business Press.
6. William F. Glueck: Business Policy
7. R.M. Srivastava : Management Policy and Strategic Management
8. Taylor and Macmillan : Business Policy
9. McCarthy : Business Policy and Strategy
10. R.M. Srivastava : Corporate Strategic Management
11. T. Elgainegegue : Designing Effective Organizations.
12. Basil W. Denning: Corporate Planning: Selected Concepts, McGraw-Hill
13. Malville C. Branch : The Corporate Planning Process, American Management Association
14. Barnard Taylor and John R. Sparket: Corporate Strategy & Planning
15. Andrews : Concept of Corporate Strategy, Irwin
16. Russel and Ackoff : Concept of Corporate Planning, New York: Wiley Interscience
17. Glueck : Business Policy, McGraw-Hill
18. Y.N. Chang & Filemon: Business Policy and Strategy, Goodyear Publishers
19. David E. Hussey : Introduction to Corporate Planning, Pergamon Press
20. R.M. Srivastava : Business Policy & Strategic Management, Himalaya
21. McCarthy and Others : Business Policy and Strategy, R. D. Irwin
22. Wright, Pringle and Kroll: Strategic Management, Prentice Hall
23. Rober J Allio & Malcolm W Pennington : Corporate Planning: Techniques & Applications, University of Michigan.
24. Arthur A. Thompson Jr. & A. J. Strickland: Strategic Management, Irwin/McGraw Hill
25. Ansoff, H. Ighor : Implanting Strategic Management, Prentice Hall
26. Fred R. David : Strategic Management, Pearson Education
27. Thompson, Strickland, Gamble & Jain: Crafting and Executing Strategy, McGraw Hill
28. Hit, Ireland & Hoskisson: Strategic Management, Thomson Learning
29. Wheelen, Hunger & Rangarajan: Strategic Management and Business Policy, Parson Education
30. Hills & Jones : Strategic Management, Bletantra
31. Upendra Kachru : Strategic Management, Excel Books
32. Pearce & Robins : Strategic Management, AITBS
33. Johnson & Scholes : Exploring Corporate Strategy, Prentice Hall India
34. Richard Lynch : Corporate Strategy, Pearson Education

PATTERN OF EXAMINATION:

The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be a minimum of

Mark
s

70

MB 411	BUSINESSPOLICY	
CourseObjective:		TotalPeriods:40(4Credits)
ee questionsbasedonacasecarrying42marksinall.The lastquestion(14marks)willbeshortno tetypecontainingfouroptionsoutofwhichanytwo options arerequiredtobeattempted.		
Sessionals:Class Test/Quizzes(averageof2best outof3)Writeup, PresentationandParticipation		30
		TotalMarks 100
MB 412	DISSERTATION	(8Credits)
MB 413	COMPREHENSIVEVIVA-VOCE	(4Credits)

MB FO 41	BANKING AND FINANCIAL SERVICES
----------	--------------------------------

Course Objective:**Total Periods: 40 (4 Credits)**

The present course aims to familiarize the students about banking and financial services and strengthen their analytical understanding about Indian financial environment.

Course Structure:

- **Introduction**-Changing role of Banking in India.
- **Reserve Bank of India**-Objectives, Traditional and Development functions and Instruments of Monetary Policy used by RBI
- **Commercial Banks**-Objectives, functions of commercial banks and recent developments and challenges of commercial banks in India
- **Management of Deposits**-Relevance of marketing approach to deposit mobilization in a bank, formulating marketing strategies for deposits mobilization by a bank in India
- **Development Banks**-Objectives, functions, financing policies and practices of development banks in India and promotional roles of Development Banks and their financial services
- **Credit Management**- Principles of lending, new credit policies of commercial banks in India and their implementation, contents of credit policy of a bank, credit appraisal by a commercial bank, Assets Classification and Management of NPA's, Concept and advantages of assets securitization.
- **Mutual funds**-Concepts, objectives and functions of mutual funds in India, policies and practices of Indian mutual funds in regard to mobilization of resources and their deployment.
- **Insurance services and products**-Introduction, policies and practices of LIC and GIC, evaluation of insurance in India, new trends in insurance sector and development of micro-insurance and its prospects.
- **Venture Capital Funds**-Objective, policies and operations of venture capital in India
- **Management of Capital Fund**-Function, adequacy of capital- its concepts and norms, present state of capital funds in Indian commercial banks.
- **Credit Rating**- Objective, functions of credit rating agencies and evaluation of credit rating agencies in India
- **Bank Products**- Commercial credit products, retail credit product, deposit products and fee based products.
- **Overview of Housing Finance**- Housing and economic development, evolution of housing finance in India, leading financier in housing finance sector and equity support to housing finance system.

REFERENCE

- | | |
|-----------------------|---|
| 1. Hajela T.N. | : Money Banking and International Trade, Ane Books Pvt Ltd |
| 2. Nalini P. Tripathi | : Financial Instruments and Services, PHI Learning Pvt. Ltd |
| 3. Batra and Dangwal | : Financial Services, Deep and Deep Publications |
| 4. M.Y. Khan | : Financial Services, Tata McGraw-Hill Education |
| 5. David L. Hershman | : Book of Home Finance, Hershman Group |
| 6. Joetta Colquitt | : Credit Risk Management, McGraw-Hill Professional |

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out	70

of which any two options are required to be attempted.		
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation		30
Total Marks		100

Course Objective:**Total Periods: 40 (4 Credits)**

The course aims to familiarize the students about the working and regulation of Indian capital market. It also aims to make the students aware about the role of capital market in the economic growth of the country.

Course Structure:

- ➔ **Indian Financial System**-Components of Indian Financial System, Institutions, Instruments, Market and Services, Nature and role of Financial system and Economic Development, Financial Sector Reforms.
- ➔ **Capital Market**- Constituents, Functions, Capital Market Instruments, New Issue Market, Private Placements
- ➔ **New Issue Market**-Meaning, Evolution of Primary Market in India, mode of issuing Securities, IPO Grading, Employee Stock Option plan, Greenshoe option, On-line IPO's, steps to improve Primary Market Infrastructure.
- ➔ **Secondary Market**-Introduction, Post reforms stock market scenario, Organization, Management and Memberships of stock exchanges, Market Mechanisms, Margin Systems, and Drawbacks of Indian Stock Markets.
- ➔ **Indian Stock Exchanges**- Meaning of Stock exchange, Organization of Stock exchanges in India, Functions of Stock exchange, BSE, NSEI, OTCEI, National and Regional Exchanges, Reasons for failure of OTCEI, Barometer of Stock markets, Market indices
- ➔ **Bond Market**-Meaning, Classification of debt securities, Concepts and Types of Risks, Concepts and types of Return or Yield, Bond Valuation, Bond Value Theorem, Yield curve, Risk return Trade off.
- ➔ **Financial Derivatives Market**-Derivatives meaning, Types- Future, Forward vs Future, options-General features, Types of Options, Factors affecting Price of Option contract, Derivatives trading at NSE, Eligibility criteria for individual stock at F& O, currency Derivatives (Future) Market, Valuation or Pricing of Derivatives, Critique of Derivatives.
- ➔ **Depositories and Custodians**-Introduction to Depository System, NSDL, CDSL, Custodians, SHCIL, Working of Depository, Critical Appraisal for the need of Depository, Benefits of Depository system, The Depository Act 1996.
- ➔ **Regulation of the Market**- Genesis of Regulation, Principles of Regulation, Governing Laws, The Securities Contract (Regulation) ACT 1956, Forms of Regulation, Self regulation by Stock Exchanges and Supervision by SEBI, Risk Management, Effectiveness of the Regulatory mechanism.
- ➔ **The Securities and Exchange Board of India**-THE SECURITIES AND EXCHANGE BOARD OF INDIA ACT 1992, Genesis of SEBI, Constitution and Organization, Objectives and Regulatory approach, Power & Scope
 - Primary Securities Market
 - Secondary Market and Intermediaries
 - Investors Protection Measures
- ➔ **Investors' Protection**-Loss of confidence of Small investors- Causes, Rights of Investors, Facilities by BSE, Insider Trading – Rationale, Categories, Connected Persons, Need for control, Prohibition of Insider's Trading, Capital Markets scams, Ombudsman

REFERENCE

1. Alan R. Kanuk : Capital Markets of India: An Investor's Guide, John Wiley and Sons
2. Rajesh Chakrabarti & Sankar De: Capital Markets in India, SAGE Publications Ltd
3. Gomez : Financial Markets Institutions and Financial Services, PHI Learning Pvt. Ltd.
4. N. Vinayakam : A Profile of Indian Capital Market, Kanishka Publishers Distributors
5. Moorad Choudhry : Capital Market Instruments: Analysis and Valuation, FT Press
6. Frank J. Fabozzi & Franco Modigliani: Capital Markets: Institutions and Instruments, Prentice Hall

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

To Understand and explain the structure of the international professional and conceptual framework of accounting & Apply relevant financial reporting standards to key elements of financial reports .To Identify and apply disclosure requirements for companies relating to the presentation of financial reports and notes .Prepare financial statements of single entities and account for their key elements complying with specified International Financial Reporting Standards and other related pronouncements

Introduction – Causes of international differences – some major differences in financial reporting.

International classification of financial reporting – international harmonization of accounting – the requirements of international accounting standards.

Financial reporting in USA, UK, Australia and France.

Financial reporting in Germany, Netherlands, Japan and Third world countries with special emphasis on legal issues, accounting standards and consolidation of accounts.

Issues in International accounting – Consolidation – foreign currency translation – segmental reporting – foreign exchange risk management.

Harmonization in Financial reporting – Standardization and Harmonization – role of international accounting bodies (IASB) in harmonization.

Multinational Transfer Pricing – Objectives of transfer pricing – selecting a transfer price – internal revenue code and transfer

REFERENCE

Ethical issues in international accounting – Incidence and implications of window dressing (cases).

1. P. Doupink & H. Pereira : International Accounting, McGraw Hill International

2. C. Nobes & RHParker : Comparative International Accounting, Pearson/PHI

Course Structure: : International Finance & Accounting Handbook – John Wiley

4. James ASchweikart : International Accounting: A Case Approach – McGraw Hill

5. Kwabena Anyane-Ntow : International Handbook of Accounting Education & Certification, Pergamon Pub.

6. PAUL E Holt : International Accounting, Dame Publications

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

The objective of this course is to expose the students to the concept, tool and technique applicable in the field of Derivatives as a tool of investment and Derivative analysis.

Course Structure:**Derivative-**

Introduction to derivatives, meaning, Classification, type, and uses. The need for derivative market, characteristics of forward transaction, characteristics of derivative market instrument, right and obligations of buyers and sellers. Hedging and risk sharing, Effects of derivatives market on the financial system.

Futures- Futures market, future prices, future contracts and characteristic of future contract, forward prices, characteristic of forward contract, interest rate of standardization.

Swaps and Options- Evolution of swaps, its economic Rationale, types of swaps, the basic structure of swaps. Basic uses of swaps, interest rate swaps, option markets, characteristic of option, factors affecting option prices, option trading strategies.

Derivative pricing methodologies- Objective of risk management, spectrum of risk management strategies, risk in credit derivatives, credit market, credit derivative, characteristic and its types, uses of pricing derivatives disasters. The black-scholes analysis: options on stock indexes; currencies and future contracts: general approach to pricing derivative, market risk management.

Derivative in India- Prospects and policies. Commodity trading in India. Reasons for slow growth of derivative in India, uses and its misuses of derivatives.

REFERENCE

1. Rajeev P. V & Mathur H. P.: Fundamental of derivatives & Commodities Derivatives, Vijay Prakashan Mandir
2. P. Vijay Bhasker & B. Mahapatra: Derivatives Simplified, Sage Publications
3. A. V. Rajwade : Currency Exposure and Derivatives, McGraw Hill
4. A. V. Rajwade : Handbook of debt Securities and Interest Rate Derivative, McGraw Hill Pub

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

CourseObjective:**TotalPeriods:40(4Credits)**

To makethe buddingfinsnce professionals understandthefundamentals ofInsuranceandRiskManagemen tinordertoenhancetheir knowledgeand decision-makingskillsrequired for thisspecialtysector.

CourseStructure:

- **Risk – Conceptual Framework**-Meaningof risk, Risk versus Uncertainty. Risk distinguished from peril and hazards. Classification of Risk – Financial and Non-financial Risks & Static and Dynamic Risk. Scope of of Riskmanagement, Process, Identification and Risk Control. Risk Retention and Transfer, Alternatives to buying commercial insurance.
- **Insurance – An Introduction**-Meaning and significance of Insurance. Cost and Benefits of Insurance. Principles – Indemnity, Utmost good faith, Subrogation and Insurable Interest. Basic Principles of Insurance – utmost good faith, Insurable Interest, Indemnity, Corollaries of Indemnity, Proximate Cause.
- **Classification of Insurance Business**-Life and General Insurance Business, Personal and Commercial (Business) Insurances, Voluntary (Private) and Compulsory Insurance. Types of Life Insurance – Whole Life, Endowment, Assurance for children, Term Assurance, Participating and non-participating policies. Termination of Life Insurance policies – surrender, lapses and paid-up. Classification of General Insurance Business – Fire, Marine, Motor, Miscellaneous etc.
- **Insurance Devices**-
Probability theory and its usage in Insurance. Dual application of the law of Large Numbers. Pooling in Insurance – forms, cost, benefits and advantages.
- **Financial Aspects of Insurance**-Share Capital – Authorized, Issued & subscribed and Called-up & Paid-up. Reserves - General and Specialized. Solvency of an Insurance company.

REFERENCE

1. James S. Reichmann, Robert Hoyt: Risk Management and Insurance, South-Western, & David Sommer College Pub
2. KP Singh, MC Garg, BS Bodla Insurance: Fundamentals, Environment and Procedures Deep & Deep Publications
3. PSPalande : Insurance in India, Sage Publications India
4. Prava Nalini Tripathy & Prabir Pal : Insurance – Theory and Practice PHI Learning
5. Ajay Kumar, D.P. Chatterjee, C. Chandrasekhar D.G. Patwardhan Ajay Kumar: Risk Management, Macmillan India
6. Mrinal Chandra Sengupta & Mrinal Chandra Sengupta: Insurance Finance Progressive Publishers
7. Julia Holyoake : Insurance, Chartered Institute of Bankers
8. PK Gupta : Insurance and Risk Management, Himalaya

PATTERN OF EXAMINATION:

	Mark s
--	-----------

MB FO 45	INSURANCE AND RISK MANAGEMENT	
	<p>The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.</p>	70
	<p>Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation</p>	30
	Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

To familiarize students with various techniques of corporate restructuring, and valuation methods used by corporate in real life and develop an Understanding of Merger as significant economic activity taking place in today's economy.

Course Structure:

- ➔ **Corporate Valuation**-Meaning, approaches, Principles and techniques of valuation, Asset valuation, Earnings valuation, Cash flow valuation, other valuation basis, Efficient market hypothesis, Impact of changing capital structure on the market value of the company, Priorities of different stakeholders in terms of business valuation.
- ➔ **Mergers**-Nature and process of Merger, acquisitions and amalgamations, types of mergers, motives behind mergers, theories of mergers, Merger as a strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A-SWOT analysis, BCG matrix, Porter's Five forces model.
- ➔ **Corporate restructuring**-different methods of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnerships – employee stock ownership plans (ESOP)
- ➔ **Valuation in Mergers**-Valuation approaches – discounted cash flow valuation, relative valuation, valuing operating and financial synergy, valuing corporate control, valuing of LBO Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Assets and cash flows, Selection of appropriate cost of capital for valuation, Forms of consideration and terms of acquisitions, Implications of regulations for business combinations.
- ➔ **Legal and regulatory frame work of M & A**-provisions of companies act 1956, Indian Income Tax act 1961, SEBI takeover code, Provisions of Competition Act, Case Studies on Mergers.

REFERENCE

1. Fred Weston, Kwang S Chung, Susan E Hoa: Mergers, Restructuring and Corporate Control, Pearson Education
2. Thomas E. Copeland Valuation : Measuring and Managing the value of Companies, Wiley
3. Ravindhar Vadapalli : Mergers acquisitions and Business Valuation, Excel Books,
4. K.G. Palupu, P.M. Healy & V.L. Bernard: Business Analysis and Valuation; Using Financial Statements Text and Cases, South-Western Pub
5. Ashwath Damodaran : Corporate Finance- Theory And Practice John Wiley & Sons
6. Shukla & Grewal : Advanced Accounts, S. Chand & Sons
7. Sudi Sudarsanam : Value Creation From Mergers and Acquisitions, Pearson Education,
8. Arzak : Valuation for mergers Buyouts & Restructuring, Wiley (India) (P) Ltd.
9. C. Krishna Murthy & Vishwanath : Merger Acquisitions & Corporate Restructuring, Sage Publication
10. Weston, Mitchel and Mulherin : Takeovers, Restructuring and Corporate Governance, Pearson Education,
11. Machiraju : Mergers And Acquisitions, New Age Publishers)

PATTERN OF EXAMINATION:

Marks

MB FO 46	CORPORATEVALUATIONANDMERGERS
----------	------------------------------

CourseObjective:**TotalPeriods:40(4Credits)**

The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate set of questions, out of which one set will belong answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes(average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The course intends to develop an orientation towards the change. It shall coach the students to be proactive towards a planned change. It details the relevant aspects of change that help the students understand the importance of managing change.

Course Structure:

➔ **Introduction**- Overview of change, Importance and impact of change, Origins of change- Institutional & Structural, Technological, Social, Behavioural. Development of strategy, role of human resource strategies in implementing change

➔ **Organizational Structure, Culture and Change**- The significance of structure for change, HR implications of structural choice and change. Organizational culture – integration, differentiation and fragmentation; Linking Organizational cultural through HR change interventions.

➔ **HR Processes & Change:**

(A) Relevance & development of recruitment & selection processes for planned and unplanned change; performance management and organizational change; HRD & organizational change.

(B) Strategic reward management and its role in changing employee behavior; Changing focus in employee relations; managing change through employee involvement; Downsizing; management of change implications of downsizing

➔ **Evaluating and Promoting Change-**

approaches to evaluate change; from evaluating to promoting change; clarity of purpose and strategies; data collection for analysis; analysis and feedback.

REFERENCE

1. A. Thornhill, P. Lewis, Mike Millmore, & M. Saunders: Managing Change: A Human Resources Strategy Approach, Pearson Education
2. Basil & Cook : The Management of Change, McGraw Hill
3. Robert A. Paton: Change Management: A Guide to Effective Implementation Sage, South Asia Edition
4. K. Harigopal: Management of Organizational Change: Leveraging Transformation, Response Books
5. V. Nilakant & S. Ramnarayan: Change Management, Response Books

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods:40(4Credits)

To familiarize students with the nature of stress, and the relationship between stress and managerial problems & to examine the various methods of assessing personal and organizational stress and indicating ways of coping with stress

Course Structure:

- ➔ **Introduction** - Meaning and Types of stress, Nature of Stress — Constructs and Problems, Occupational Stressors, Role Stress.
- ➔ **Stress Framework** - Sources of Managerial Stress, Stress and Thought Processes — Learning, Stress and Personality - Behavioural and Situational Modifiers, Stress and Motivation.
- ➔ **Identification of Stress** - Verbal and Non-verbal Indicators of Stress, Assessment of Stress, Stress and Management of Change, Stress and Conflict.
- ➔ **Managerial Implications of Stress** - Leadership Styles in Stressful and Non-Stressful Situations, Decision Making under Stress, Burnout.
- ➔ **Stress Management Techniques** - Coping with Resources and Processes — Assertiveness Training, Stress and Social Support, Group Processes and Changing Values for Understanding and Coping with Stress, Behavioral techniques for stress control, Behavioral assignments, Risk taking, Shame-Attaching, Relaxation techniques

REFERENCE

1. Jerrold Greenberg : Comprehensive Stress Management, McGraw-Hill
2. V.J. Sutherland & C.L. Cooper: Strategic Stress Management: An Organizational Approach, Macmillan Business
3. Emma Short: Strategic Stress Management: An Organizational Approach, Emerald Group Publishing Limited
4. Carol Turkington : Stress Management for Busy People: McGraw-Hill
5. J. Cranwell, Ward & A. Abbey: Organizational Stress: Palgrave Macmillan

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

CourseObjective:

TotalPeriods:40(4Credits)

Present course Aims at developing the understanding of cross cultural issues, its economical relevance for business and helps them to become familiar with ways to effectively understand, anticipate and address the impacts of cross-cultural differences on various management functions to ensure the organizational and individual success.

Course Structure

➔ Introduction-

The genesis and concepts of culture, Dimensions and determinants of organizational Culture, Importance of cross-cultural management in globalized business environment.

➔ **Various Scientific Approaches to the Cross Cultural Issue-**
Theory of Hall, Trompenaars, Geert Hofstede and John Mole. Mapping cross-cultural differences within and across nations,

➔ Implications of Cross-Cultural Management-

in Globalization, Diversity, culture shock, Technology, Organizational change, mergers and acquisitions and Quality management system (BPR, TQM, Lean and Six Sigma.).

➔ **Training of the specific skills** – Cross cultural decision making, staffing, expatriation and repatriation; communication and cooperation in an international team, Managing culturally appropriate leadership style, Designing result oriented motivational tools, Intercultural negotiation and conflicts management.

➔ Ethical Issues and Values in Cross Cultural Management-

Cultural clustering of individual countries, Case Studies. **REFERENCE**

1. Dipak Kumar Bhattacharya : Cross-cultural management, Text and cases, PHI Learning Private Limited
2. G. Hofstede, Cultures and organizations: Software of the mind, McGraw-Hill
3. Gallois, C, Callan, V. J., Communication and culture: a guide for practice, Wiley
4. Gatley, S., Comparative Management : A Transcultural Odyssey, McGraw-Hill Publishing Co
5. Puffer, S. : Management Across Cultures. Insights from Fiction & Practice, Blackwell Business
6. Schneider, S. C, Barsoux, J. : Managing across cultures, Prentice Hall/Financial Times,
7. McFarlin, D. B., Sweeney, P. D. : International Management. Strategic Opportunities & Cultural Challenges, Xlibris Corporation
8. Deresky Helen: International Management; Managing Across Borders and Cultures, Pearson Education India

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question (14 marks) will be short note type containing four options out of	70

MB HO 43	CROSSCULTURALMANAGEMENT
----------	-------------------------

CourseObjective:

TotalPeriods:40(4Credits)

whichanytwooptionsarerequiredtobeattempted.

Sessionals:ClassTest/Quizzes(averageof2bestoutof3)Writeup,PresentationandParticipation	30
TotalMarks	100

Course Objective:

Total Periods: 40 (4 Credits)

To familiarize the students with the meaning, scope and significance of group and group dynamics, to examine the factors and issues that influence group performance and group effectiveness, to identify causes of intra-group and inter-group conflict and ways and means of resolving the conflict and to cultivate skills for group decision-making and team building.

Course Structure:

- ➔ **Introduction**-Nature of groups and Group dynamics – Studying groups – Measurement in Group dynamics; Group formation – value of groups – interpersonal attraction – FIRO-B.
- ➔ **Group Development and Socialization**-Group development – Group socialization; Group Structure – roles – authority – attraction – communication networks – Conformity and influence – Power; Environmental Processes – territoriality – spatial behaviour – environmental stress.
- ➔ **Group Decision Making**-Anatomy – groupthink – group polarization – Methods of group decision-making.
- ➔ **Group Conflict**-Sources of Conflict in Groups – Conflict process – Coalitions – conflict resolution; Conflict between groups – sources – resolving inter-group conflict.
- ➔ **Crowds and Collective Behavior**-Crowds and collectives – Theoretical viewpoints – Deindividuation theory.
- ➔ **Groups and Change**-The Group as an agent of change – The effectiveness controversy – Sources of Change in groups

REFERENCE

1. Forsyth, D.R. : Group Dynamics, Addison-Wesley,
2. Zander, A. : Making Groups Effective, Jossey-Bass
3. Davis : Group Performances, Addison-Wesley Publishing Co
4. Dyer : Team Building: Issues and Alternatives, Addison-Wesley Publishing

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods:40(4Credits)

The present course aims at familiarizing the participants with the skills related to basic principles, tools and techniques of international social audit which would help them to identify, measure, assess and report on the social performance of the various organisations.

Course Structure:

- ➔ **Introduction** to Social Audit, History of Social Audit, Social Audit Vs Other Audits ,Principles of Social Audit,Uses and Functions of Social Audit, Dimensions of social audit. Domestic vs international social audit.
- ➔ **Key steps for Designing Social Audit for an international firm**, The Social Audit Flowchart, Identifying and selecting the indicators of social audit- Traditional Social Indicators , Core values and performance indicators, Planning the Data Collection , Designing Questionnaire, Guidelines for Undertaking Survey, Group Exercise, Budgeting for social audit, Prerequisite for Social Audit.
- ➔ **Social Auditing and Performance Evaluation**, Good Governance and Social Audit, Stakeholders and Social Audit- Identification of Stakeholders, Needs and Methods of involving Stakeholders in Social Audit, Social Audit and Social Capital, Benefits of Social Auditing for Government Departments, community organizations and civil society group.
- ➔ **Preparing the Final Report**, The Follow-up action plan for Social Audit, Social Audit and Dissemination, Feedback and Institutionalization of Social Audit, Accountability Mechanisms: Cases from India and abroad.

REFERENCE

1. Raymond A. B., Dan H. F. : The corporate social audit, Russell Sage Foundation
2. David H. B., William C. F., Mildred S. M. : Social auditing: evaluating the impact of Corporate Programs, Business & Economics
3. Sujatha B : Social Audit- Concepts and Practices, ICAI University Press

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The present course aims at familiarizing the students with various aspects of International Labour organisation. It aims at providing the contemporary knowledge about international labour standards in the form of Conventions and Recommendations.

Course Structure:

- ➔ **International Labour Organisation** – Introduction, Conventions, fundamental principles and rights at work, international policies and programmes aimed at promoting fundamental human rights, improving living and working conditions and developing employment opportunities.
- ➔ **International Labour Standards** – aims at directing national action towards the implementation of fundamental principles and rights at work. Labour and employment intensive programmes for infrastructural development, Promotion of Social Security and Mutual Health Insurance Schemes, Poverty eradication through employment programmes, Small and micro-enterprise development, Skills development and strengthening of vocational training institutions. Elimination of child labour, Promotion of Social Security and Mutual Health Insurance Schemes, Poverty eradication through employment programmes, Small and micro-enterprise development, Skills development and strengthening of vocational training institutions.
- ➔ **Labour laws and Legislation** – Tripartism and Social dialogue, Capacity building for labour relations institutions, opportunities for women and men to secure decent employment and income, effectiveness of social protection for all.
- ➔ **International Programme on the Elimination of Child Labour (IPEC)** – national initiatives on child labour, with priority given to the urgent elimination of the worst forms of child labour.

REFERENCE

1. Jean-Michel Servais : International Labour Law, Kluwer Law International
2. R.B., Jean, C.J., Jean & Michel Servais: International Labour and Social Security Law, Kluwer Law International
3. Laura Alper : ILO manual for labour information centres, International Labour Office,
4. The I.L.O. year-book : Business & Economics

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

This course will assist students in their career preparation as information system security managers. The course would enable the students to articulate current and developing legal issues in the information assurance field, Analyze and interpret how relevant case and statutory law has been applied to legal problems in information assurance; also, to identify and articulate legal issues in the discipline not adequately covered by current law. Topics will include such issues as Indian and international jurisdiction, computer security, intellectual property, electronic commerce, information privacy, freedom of expression, and cyber crime.

Course Structure:**➔ Introduction to Information Security-**

Basics of Information Technology, Basics of Indian Legal System, Overview of IT

Law, Cyber Law in India, I.T Act, 2000 - Introduction and its application, Relevant amendments

in all other law, Constitutional protection under Cyber law, Freedom of speech and expression, Human Rights violations, Revisiting industrial and Labour Laws, E-Media and Print Media

➔ e-Contract- The Law of Contract, Construction of Electronic contracts, Issues of security, Employment Contracts, Consultant Agreements, and Digital Signature**➔ Cyber Crimes & Intermediaries-Crime :** Meaning & Concept, Rights and liability-Civil, Criminal and

tortious, Offences- concept and Legal parameters, under I.T Law, Offences-detection and investigation, Offences and punishments-

global scenario, Rights & liabilities of Intermediaries, Overlapping between IPC & ITA

➔ IPR regime and Cyber Laws- Understanding Copy right in information, Technology, Legal issues in Internet and Software Copyright, Patents, Trade Marks & Data Base**➔ Jurisdiction & Future Perspective of Cyber Law-**

Concept of Jurisdiction, Indian context of Jurisdiction, Information Technology Amendment Bill,

2006, Information Technology Rules

REFERENCE

1. Raheja R. & Ahmed S.S.: A handbook on Information technology; Cyber law & E-Commerce, Capital Law House
2. Rodney D Ryder : Business Process Outsourcing, Data Protection and Information Security, Wadhwa & Co.
3. John Vacca : Computer Forensic: Computer Crime Scene Investigation, Charles River
4. Yatindra Singh : Cyber Laws Justice, Universal Publisher
5. Ranabir Singh & Ghana Syam Singh: Cyber Space & The Law Issues & Challenges, Nalsar University
6. P.N. Baxi and R.K. Suri: Cyber and E-Commerce laws, Bharat Pub House,
7. S.V. Jozgao : Computer Contracts and Information Technology Law, Wadhwa & Co.
8. Vakul Sharma : IT Law & Practice Delhi Law House.
9. Nandan Kamath : Law relating to Computers, Internet & E-Commerce, Universal

National Legislations

MB IO 41	INFORMATION SECURITY AND CYBER LAWS IN BUSINESS
----------	---

Course Objective:

Total Periods: 40 (4 Credits)

<ol style="list-style-type: none"> 1. The Information Technology Act, 2000 2. The Indian Penal Code, 1860 3. The Indian Evidence Act, 1872 4. The Reserve Bank of India Act, 1934 5. The Indian Contract Act, 1872 6. The Constitution of India, 1950 7. The Indian Companies Act, 1956 8. The Data Base Protection Act, 1998 9. The Income Tax Act, 1961 10. The Copy Right Act, 1957 11. The Trade Mark Act, 1999 12. The Designs Act, 2000 13. The Telecom Regulatory Authority of India Act, 1997 14. The Indian Patent Act, 1970 15. The Consumer Protection Act, 1986 16. The Information Technology (Certifying Authorities) Rules, 2000 	<ol style="list-style-type: none"> 17. The Information Technology (Use of Electronic Record & Digital Signatures) Rules, 2004 18. The Information Technology (Security Processor) Rules 2004 <p>International Legislations:</p> <ol style="list-style-type: none"> 1. The Digital Signature Act, 1999 2. UNCITRAL Model Law 3. WIPO Copyright Treaty 4. TRIPS 5. U.K. Patents Act 6. Universal Declaration of Human Rights, 1948 7. International Covenants 8. California Database Protection Act, 2004
---	---

PATTERN OF EXAMINATION:		Mark s
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation		30
Total Marks		100

Course Objective:

Total Periods: 40 (4 Credits)

The course intends to introduce the concept of Artificial Intelligence to the students of MBA program specializing in Information Technology with the application of artificial intelligence in business. The business world has become interested in artificial intelligence both as a new way of approaching old problems, and as a tool for doing things that could not be done before.

Course Structure:**➔ Introduction-**

Artificial Intelligence, the concept and necessity, timing when will Computers become truly intelligent, working of Artificial Intelligence, users of artificial Intelligence, Basics of Artificial Intelligence. Components of AI Importance of AI Emergence in Business

➔ Expert system (ES)-Early Expert System. Expert System as a Source of Knowledge. Structure of an Expert System. Development Interface. Explanation Facilities and Justifications. Development of an Expert System. Implementation of an ES. Testing an ES System. Modes and Applications of Expert Systems Benefits and Limitations of an ES

➔ Natural language processing (NLP)-Definition, Goals and Brief History of NLP. Levels of NLP. Approaches to NLP. NLP Applications

➔ Robotics-Brief History of Robotics. Basic Understanding of Robotics. Application of Robotics in Business and Industry.

➔ Neural network-

Definition and Basic Concept of Neural Network. Properties of a Single Neuron. Synaptic Integration and Neuron Models. Essential Vector Operations. Early Networked Models: Perception. Representation of Information Application of Neural Network in Business and Commerce

➔ Application of AI in Management and Finance-Artificial Intelligence in Investment Management. Portfolio-Selection System Issues. Knowledge representation and Inference. Handling Investment Uncertainties. Knowledge Acquisition, Integration, and Maintenance. Integrating Knowledge with Portfolio Optimization. Integrating Knowledge with Database .

➔ Genetic algorithm-What is Genetic Algorithm? A simple Genetic Algorithm. Advantages and Limitations of Genetic Algorithm. Applications of Genetic Algorithm

REFERENCE

1. Walter Reitman : Artificial Intelligence Applications for Business Editor, Ablex Publishing Corporation
2. Derek and K.M. Hussain : Artificial Intelligence and Business Management, Ablex Publishing Corporation
3. Joel G. Siegel and Jae K. Shim : The Artificial Intelligence Handbook: Business Applications in Accounting, Banking, Finance, Management, Marketing, Thomson/South-Western
4. Stuart J. Russell and Peter Norvig: Artificial Intelligence: A Modern Approach, Prentice Hall

MB IO 42	ARTIFICIAL INTELLIGENCE FOR BUSINESS APPLICATIONS
----------	---

Course Objective:**Total Periods: 40 (4 Credits)**

5. Stephen J. Andriole : Applications in Artificial Intelligence, Petrocelli Books
6. C.D. Manning and H. Schütze : Foundations of Statistical Natural Language Processing, Massachusetts Institute of Technology
7. James A. Anderson : An Introduction to Neural Networks, Massachusetts Institute of Technology
8. Robert R. Trippi and Jae K. Lee: Artificial Intelligence in Finance and Investing - State of the Art Technologies for Security Selection and Portfolio Management, Irwin Professional Book Team
9. S.N. Sivanandam and S.N. Deepa: Introduction to Genetic Algorithm, Springer

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods:40(4Credits)

The course one-

Business is designed to be the management graduates in terms with the rising emergence of Information and Communication Technology (ICT) in almost all aspects of business and trade transactions.

Course Structure:

- ➔ **Introduction to the Basic Concepts**-Internet, Intranet, Extranet, Definition, Goals of e- Business, Difference between e-Commerce and e- Business, Models of e- Business, Advantages and Limitations of e-Business over traditional business setup
- ➔ **Banking Transactions**-Inter Banking, Intra Banking, Electronic Payments, (Payment-Gateway Example), Securities in banking (SSL, Digital Signatures- Examples), Services Provided: ATM, Smart Card, ECS (Electronic Clearing System), Telephone, Electricity Bills
- ➔ **Web Based Business Models**- e-Commerce, B2B Model, B2B Tools, B2C Model, EDI
- ➔ **Electronic Payment and Security Systems**-Basic Requirements for safe e-Transactions, Electronic Market/e-Shops, Introduction to Network Security, Types of Security, Firewalls
- ➔ **Contemporary Issues in E-Business and Cases** REFERENCE

- | | |
|--|--|
| 1. Milind Oka | : e-Commerce, Everest Publishing House |
| 2. C.V.S. Murty | : e-Commerce, Himalaya Publishing House |
| 3. Joshph | : e-Commerce. An Indian Perspective, PHI |
| 4. Samantha Shurely | : e-Business with Net-Commerce, PHI |
| 5. W. Cheswick, Stevens, & Aviel Rubin | : Fire Wall and Internet Security, Addison-Wesley Professional |
| 6. Ashok Agarwal | : e-Governance Case Studies |
| 7. Ravi Kalakola & Andrew B. Whinston | : Frontiers of Electronic Commerce |

PATTERN OF EXAMINATION:		Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation		30
Total Marks		100

MB IO 44	IT INFRASTRUCTURE MANAGEMENT
----------	------------------------------

Course Objective:

Total Periods: 40 (4 Credits)

This course aims to acquaint the students with MBSP programs specializing in Information Technology with the nuances of managing the IT infrastructure of any organization.

Course Structure:

- ➔ **IT Infrastructure –An Overview-**The Meaning of IT Infrastructure. Challenges in IT Infrastructure Management. Design Issue of IT and IT Infrastructure. Determining Customers' Requirements. IT Systems Management Process. IT Service Management Process. Patterns for IT Systems Management. IT Infrastructure Library.
- ➔ **Service and Delivery Process-**Service Level Management. Financial Management. IT Service Continuity Management. Capacity Management. Availability Management
- ➔ **Service Support Process-**Configuration Management. Incident Management. Problem Management. Change Management. Release Management.
- ➔ **Storage Management-**Introduction to Storage. Backup and Storage. Archive and Retrieve. Disaster Recovery. Space Management Database and Application Protection. Bare Machine Recovery. Data Retention.
- ➔ **Security Management-**Introduction. Computer Security. Internet Security. Physical security. Identity Management. Access Control System. Intrusion Detection.
- ➔ **IT Ethics-**Introduction. Intellectual Property. Privacy Law. Computer Forensics. Ethics and Internet. Cyber Crimes.
- ➔ **Technical Support-**Introduction. Basic Concept. Goal, Scope and Objective. Benefits, Costs, and Possible Problems. The Technical support Processes. Impact of Internet on Technical Support

REFERENCE

1. Best practice for ICT Infrastructure Management by Office of Government Commerce (OGC), TSOUK.
2. Phalguni Gupta, Surya Prakash, and Umarani Jayaraman: IT Infrastructure and It's Management, Tata

McGraw Hill

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools techniques of planning, analyzing, designing, implementing and maintaining Information system.

Course Structure:

➔ **Information and Management**-Types of Information. Need for a Computer-based Information System.

Management Structure. Management and Information Requirements. Qualities of Information.

➔ **Systems Concepts**-Introduction. Classification of Systems. Attributes and Concepts. System and Its Parts.

The System Development Life Cycle.

➔ **Systems Planning**-Players in the System Game-

Information Workers and Systems Analyst. Accessing the Requirements.

Information System Building Blocks-Data Building Block, Process Building Block, and Interface Building Block The Process of Systems Development-The Capability Maturity Model and Underlying Principles for Systems Development. A System Development Methodology – Project Identification, Project Phases, and Cross Life Activities. Alternative Routes and Methods- Model Driven Route, Rapid Application Development Route, Commercial Off-the Shelf Package Route, Hybrid Approaches, and The maintenance and Reengineering Route. Automated Tools and Technology-CASE (Computer Aided System Engineering) and Application Development Environment

➔ **Systems Analysis**-Concept of System Analysis? System Analysis approaches- Model Driven analysis

approaches, Accelerated analysis Approaches, Requirements discovery methods EAST Systems Analysis Strategies. The Preliminary Investigation Phase. The problem Analysis Phase. The Requirement Analysis phase. The decision Analysis Phase. Data Modeling and Analysis. Process Modeling. Feasibility Analysis and the System Proposal

➔ **System Design**-Concept of System Design? System Design Approaches-

Model Driven approaches, Rapid Application Development (RAD), FAST Systems Design Strategies. Data based design. Output Design and Prototyping. Input Design and Prototyping. User Interface Design. Logical Design. Physical Design

➔ **System Implementation**-

Documenting the System. Training and Supporting Users. Organizational Issues in Systems Implementation. Maintaining Information Systems. Review of System Performance (System audit)

➔ **System Support and Security**-Definition of Systems Operations and Support. Technical Support Data Security and Reliability Considerations in Designing a System

REFERENCE

1. V. Rajaraman : Analysis and Design of Information System, PHI
2. Arthur M. Langer : Analysis and Design of Information Systems, Springer
3. G.B. Shelly, H.J. Rosenblatt: System Analysis and Design, Cengage Learning
4. J.B. Dixit and Raj Kumar : Structured System analysis and Design, Laxmi Publications (P) Ltd.
5. J.L. Whitten, L.D. Bentley & K.C. Dittman: Systems Analysis and design Methods, Tata McGraw Publishing Company Limited

MB IO 45	INFORMATION SYSTEMS ANALYSIS AND DESIGN
-----------------	--

Course Objective:

Total Periods: 40 (4 Credits)

This course is for the students of MBA program, who are specializing in Information Technology. It aims at

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

MB IO 46	MANAGING IT-ENABLED SERVICES
----------	------------------------------

Course Objective:**Total Periods: 40 (4 Credits)**

This course is for the students of MBA program, who are specializing in Information Technology. It aims at acquainting these students with tools & techniques of planning, analyzing, designing, implementing and maintaining Information Technology based services.

Course Structure:

- ➔ **The IT/ITES Enabled Revolution Challenges and Opportunities-** and Business Transformation, Opportunities and Strategies in IT Enabled Services. The Enabling Environment for ITES Enabled Development, Innovation
- ➔ **Enabled Out-Sourcing Services-** Extended Enterprise, Outsourcing Context, IT-Enabled Outsourcing Service Segments, Development of the Services Capability Model, An Analysis of Quality Models and their Applicability to IT Enabled Outsourcing Services.
- ➔ **Human and Institutional Capital-** Human Capital Requirements for ITES, Private sectors support Institutions, Public Sector Support Institutions.
- ➔ **International Trade Negotiations and ITES Export Development-** The IC Revolution, Promoting Export development, Barriers to Trade in ITES, Role of International Bodies (WTO & UNCTAD) in facilitating Trade in ITES/ITES
- ➔ **Case studies REFERENCE**

-
1. Nikhil Treebhohun (Ed.), : Promoting IT Enabled Services Commonwealth Secretariat
 2. E.B. Hyder, M.C. Paulk, K.M. Histon & B. Hefley: eSourcing Capability Model for service providers Van Haren Publishing

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate set of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3)	30
Writeup, Presentation and Participation	
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

It aims to help management students understand the fundamentals of Sales management and Distribution management so as to recognize the need of Business and to have the effective Sales and Distribution strategies for the satisfaction of channel partners.

Course Structure:

- **Evolution of Sales Management**-Nature and Role of Sales Management, Sales Strategies: Relationship Strategy; Doublewin; Hard Sale Vs Soft Sale Strategy, Setting Personal selling objective, Recruiting Sales Personnel: Planning; Sources, Selecting a Sales Personnel: Hiring Procedure; Socialization
- **Sales Training Program**-Role of a trainer; Training Method; Designing sales training program, Motivating Sales Personnel, Designing and Administering Compensation: Financial Compensation Methods, Nonfinancial Methods, Sales Meeting; Sales Contests: Contest Prizes; Managerial Evaluation of Contest
- **Sales Organization:** Sales Organization Concepts - Structures, Quotas for Sales personnel: Procedure; Types; Methods, Territories: Size; Allocation; Designing; Allocating Sales Efforts, Sales Information System: Planning; Reports, Evaluation of Sales Force: Process
- **Marketing Channel**-Importance; Structure; Flow, Wholesaling: Functions; Classification; Key tasks, Retailing: Organized Retail in India; Types of Retailer; Role of Retailer; E-Tailing, Market Logistics: Scope; Inventory Management; Warehousing; Transportation
- **Designing Channel System**-Channel Design; Channel Planning, Selecting Channel Partners: Change; Training; Motivating; Evaluating, Channel Management: Use of Power; Channel Conflict, Channel Information System: Elements; Purpose, Channel Performance Evaluation, International Channels: Mode of Entry Decision

**Case Studies in Sales REFERENCE****REFERENCE**

1. Panda T, Sachdev S, : Sales and Distribution Management, Oxford University Press
2. Havaladar, Krishna K, : Sales and Distribution Management, Tata McGraw Hill
3. Gupta S. L, : Sales & Distribution Management: Text & Cases in Indian Perspectives, Excel Books
4. Still, Kundiff, Govoni, : Sales and Distribution Management, PHI,
5. L. Gorchels, C. West, E. J. Marien, : The Managers Guide to Distribution Channels, McGraw Hills,
6. Russell W. McCalley, : Marketing Channel Management: People, Products, Programs, and Markets, Greenwood Publishing Group,
7. Robert Hastings : Channel Sales & Management in Distribution, Businessman Pub.

PATTERN OF EXAMINATION:

Mark s

<p>The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there willbe four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question(14marks) will be short note type containing four options out of which any two options are required to be attempted.</p>	70
<p>Sessionals: Class Test/Quizzes(average of 2 best out of 3) Writeup, Presentation and Participation</p>	30
<p>Total Marks</p>	100

Course Objective:

Total Periods: 40 (4 Credits)

The course aims to make the learner familiar with the management of product and brands in the context of marketing. It orients the learner to carefully understand the pivotal role a product manager and the significance of product and brand related decisions.

Course Structure:

- ➔ **Product Management:** Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.
- ➔ **Developing Product Strategy:** Setting objectives & alternatives, Product strategy over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, New Product Development.
- ➔ **Market Potential & Sales Forecasting:** Forecasting target market potential and sales, Methods of estimating markets and sales potential, Sales forecasting, planning for involvement in international market.
- ➔ **Brand & Brand Management:** Commodities Vs Brands, The role of Brands, The brand equity concept, Brand Equity Models- Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand Image.
- ➔ **Brand Leveraging & Brand Performance:** Establishing brand equity management system, measuring sources of brand equity and consumer mind-set, Co-branding, celebrity endorsement.
- ➔ **Brand Positioning & Brand Building:** Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values.
- ➔ **Designing & Sustaining Branding Strategies:** Brand Hierarchy, Branding Strategy, Brand extension and brand transfer, Managing brand over time.
- ➔ **Managing & Measuring Brand Equity:** Brand Reinforcement, Brand Revitalization, Brand Crisis, Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation.

REFERENCE

1. Product Management – Donal R. Lehmann, Russel S. Winer
2. Keller, Kevin Lane; Strategic Brand Management; Pearson Education, New Delhi
3. Verma, Harsha; Brand Management; Excel Books; New Delhi
4. Kapferer, Jean Noel; Strategic Brand Management; Kogan Page; New Delhi
5. Kumar, S. Ramesh; marketing and Branding – The Indian Scenario; Pearson Education; New Delhi
6. Kapoor, Jagdeep; 24 Brand Mantras, Sage Publications; New Delhi
7. Sengupta Subroto; Brand Positioning: Strategies for competitive advantage; Tata McGraw Hill; New Delhi
8. Clifton, Rita & Simmons, John; Brands and Branding; The Economist; Delhi

PATTERN OF EXAMINATION:		Mark s
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation		30
Total Marks		100

CourseObjective:

TotalPeriods:40(4Credits)

Itwillacquaintthestudentwiththebasicsofe-marketing,enhancinge-marketingperformance,enhancingcustomerexperience, evaluatingandmeasuringe-marketingcampaigns.

CourseStructure:

- ➔ **Framework for e-marketing** - Evolution, Commercial beginnings of the Web, Characteristics, Drivers of Internet Economy; Internet Business models and Strategies; e-marketing Plan, Internet as a marketing platform: opportunities, challenges, barriers and benefits of e-marketing
 - ➔ **Applications of Web 2.0-** in Marketing, tools of web 2.0, Blogs, Applications of web 2.0 in India, Internet communities and marketing : the creation and transfer of value within communities, Overview of Global Emarketing, Future of e-Marketing
 - ➔ **Marketing Environment** - Ethical, legal, Social and regulatory issues in e-Marketing, Internet as a direct Response Medium, Understanding the e-Consumer, e-Consumer Behavior, Internet User Segments, Internet, Building e-Brands, Interactive Brand Building, Recent Trends in e-branding
 - ➔ **Differentiation and Positioning** - Strategies in e-marketing, Distribution in e-marketing, e-marketing Communication - Online Advertising, Search Email, and other marketing tools, Customer Relationship in e-Marketing, Customer Service and Support in web space, Recent Trends in e-customer service.
-
- ➔ **Developing and maintaining website for e-marketing** - Measuring and Evaluating Web Marketing Programs, Variables used to measure website traffic, audiences and marketing campaigns, Measuring internet advertising effectiveness. Role of Social media in advertising.

➔ **Case Studies in Emarketing REFERENCE**

1. Mohammed, Fisher, Jaworski and Cahill: Internet Marketing – Building Advantage in a networked economy Tat McGraw- Hill
2. Strauss and Frost : E-Marketing, Prentice-Hall
3. Mary Roberts : Internet Marketing, Cengage Learning
4. Vassos : Strategic Internet Marketing – Practical e-commerce and branding Tactics, Que Books
5. Chaffey, Meyer, Johnston and Ellis – Chadwick: Internet Marketing, Prentice-Hall/Financial Times

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30

CourseObjective:

TotalPeriods:40(4Credits)

The present course aims at familiarizing the participants with the global dynamism of retail practices and provides a specialized platform for developing cutting edge skills in retail. It also facilitates an understanding of synergies created by integration of retail concepts and practices. Class participation will be fundamental to the development of these skills.

CourseStructure:**➔ Overview of Retailing-**

Retailing Defined, Functions of Retailing, Retail Theories, Models, & Formats, Global Retail Industry, Drivers and Challenges for Indian Retail Industry.

➔ Retailing Strategy- Factors Influencing the Retail Shoppers, Branding Strategy, Pricing Strategy, SCM Strategy**➔ Retail Location-** Level of Location Decision, Trading-Area analysis, Factors Affecting the Attractiveness of a Site**➔ Store Layout, Design and Visual Merchandising-** Importance of Design, Objective of Store Layout, Types of Store Layout, Space Management, Fixtures, Flooring & Ceiling, Lighting, Color, Signage, Music, Scent.**➔ Merchandise Assortment-** Concept of the Private Label, Category Management – Concept, Role of the Category Captain, Category Management Business Process, Assortment Planning Process.**REFERENCE**

1. Berman B and Evans J R : Retail Management, Prentice Hall
2. Michael Lervy and Weitz B W : Retailing Management, Tata McGraw-Hill
3. Newman A J and Cullen P - Retailing : Environment and Operations, Harcourt Publishers Ltd
4. Varley R and Rafiq M : Principles of Retail Management, Palgrave Macmillan, Basingstoke
5. A. J. Lamba : The Art of Retailing, McGraw Hill
6. Swapna Pradhan : Retailing Management – Text & Cases, McGraw-Hill
7. Suja Nair : Retail Management, Himalaya Publication
8. Roger Cox & Paul Brittain : Retailing – An Introduction, Financial Times Prentice Hall
9. P. K. Sinha & D. P. Uniyal : Managing Retailing, Oxford University Press.

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

CourseObjective:

TotalPeriods:40(4Credits)

The objective of the present course is to develop analytical skills for the formulation and implementation of market driven strategies. It also aims at recognizing, embracing, and managing change by focusing on higher-level strategic issues and decision making to deliver superior value to customers in global market and competitive situations. Class participation through case discussion will be fundamental to the development of these skills.

Course Structure:

- **Introduction**-An Introduction to Strategic Marketing: The Changing Role of Marketing – Marketing in 21st century, Factors responsible for the change and their impact, Dimensions of Strategic Marketing, Challenges of Strategic Marketing. Market Driven Strategy – Identifying Distinctive Capabilities, Creating Value for Customer, Establishing Strategic Focus, Setting Marketing Objectives.
- **Relationship Strategy**-Market Segmentation Strategy – Creating New Market Space, Matching Value Opportunities and Capabilities, Target Market Strategies, Positioning Strategy
- **Product Strategy**-Product Strategies- Product Strategy Issues & Challenges, Product Life-Cycle Strategies, Strategies New Product, Branding Strategies, Packaging Strategies
- **Pricing Strategies** – Analyzing Customer Price Sensitivity and Competitors' Response, Legal & Ethical Issues in Pricing, Price Positioning, Pricing Strategies & Pricing models
- **Product Strategy**-Integrated Marketing Communication Strategies – Setting IMC Objectives, Deciding Role of Promotion, Pull vs. Push Strategies, Advertising Strategy, Creative Strategy, Media Strategy, Strategies for Sales Promotion, Publicity & Direct Marketing.
- **Distribution Strategy**-Channel Objectives, Role Performed by Distribution System, Strategies at different Channel Levels, Implementation Strategies

Course Objective:

Total Periods: 40 (4 Credits)

→ **Suggested Case Readings**-State Bank of India Competitive Strategies of a Market Leader; Sony Ericsson's Mobile Music Strategy; Monster Inc. Strategic Growth in India; Starbucks : Selling Experience; Bausch & Lomb Effective Positioning; Horlicks' & Cadbury's Repositioning Strategies; The Nirma Story; Pepsico's 'Focus' Strategy; Launch of Amaron Automotive Batteries; Hindustan Times Vs Times Of India; Promotional Strategies of Cellular Service Providers in India; Cox and Kings Service with a Difference; Social Marketing Lessons from CRY in India; Dell's Distribution System.

REFERENCE

1. Carol H. Anderson : Strategic Marketing, Houghton Mifflin Harcourt
2. D. W. Cravens & N. F. Piercy : Strategic Marketing, McGraw Hill/Irwin
3. O. C. Ferrell, Michael D. Hartline : Strategic Marketing, South-Western Cengage
4. Boyod Wilker, Mullins Larrech : Marketing Strategy, McGraw Hill
5. Colin, David J.: Strategic Marketing Management; Planning, Implementation & Control: Pearson Richard M. S. Wilson; Gilligan, Oxford, Butterworth-Heinemann
6. Aaker, David : Strategic Marketing, Wiley-India
7. George S. : Market Driven Strategy Day; Process of Creating Value, Free Press
8. J.P. Gultinan, G. W. Paul, T. J. Madden : Marketing Management Strategies and Programs, McGraw-Hill Companies
9. Jain, Subhash : Marketing; Planning and Strategy, South-Western College Pub
10. Kerin Roger, Peterson Robert : Strategic Marketing Management, Allyn and Bacon
11. P. Baines, R. Brennan & P. Garneau : Contemporary Strategic Marketing, Palgrave

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will belong to answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:

Total Periods: 40 (4 Credits)

The course aims to start a discussion on the challenges of marketing research and analyzing consumer behavior in the dynamically developing global environment. Relevant advanced marketing research approaches, concepts and tools are being presented, discussed and applied by students within a course project.

Course Structure:

➔ **Introduction to Marketing Research**-Nature and Scope of Marketing Research; Role of Marketing Research in the Designing and Implementation of Marketing Programs; the Marketing Research Process; Marketing Research Designs

➔ **The Source & Collection of Data-**

Observational Methods; Attitude Measurement Techniques; Motivational Research Techniques; Administration of Surveys – Methods & Techniques, Use of Questionnaire & Schedules.

➔ **Introduction to Marketing Data Analysis**-Review of Basic Descriptive Statistics; Introduction to SPSS; Data Reading & Coding; Simple Inferential Statistical Analysis Tools

➔ **Multivariate Data Analysis Techniques**-Regression Analysis (Advertising Budget Decisions etc.) – Violation of Assumptions in Regression Analysis & Therapy, Types of Regression Analysis Factor Analysis (Questionnaire Development & Advertising Theme Decisions etc.) – Fundamental Theorem & Central Concept, Factor Extraction Methods & Criteria, Factor Rotation & Scores Cluster Analysis (Market Segmentation etc.) – Concepts and Process, Hierarchical versus Non-hierarchical Cluster Algorithms, Linkage Methods, Determination of Cluster Number, Interpretation and Profiling of Cluster Solutions Discriminant Function Analysis (Brand & Product Line Decision etc.) - Significance Tests and Wilks Lambda, Standardized Canonical Discriminant Function Coefficients, Structure Matrix, Interpreting Discriminant Functions and Classification.

➔ **Multidimensional Scaling (Strategy Formulation)** - A group of students will apply this course learning in a real marketing research project of their interest area with submission of research project report and class presentation of the same.

Basic Principles and Application in Marketing, Data Collection Methods, Determining Proximity, The MDS Algorithm, Number of Dimensions and their Interpretation, Assessing Reliability and Validity.

1. Maheshwari, S. : Marketing Research – An Applied Orientation, Pearson Education, New Delhi
2. William G. Zikmund : Business Research Methods, Cengage Learning, New Delhi
3. Tull & Hawkins : Marketing Research, Prentice Hall of India, Delhi
4. Beri G. C. : Marketing Research, Tata McGraw Hill,
5. Karlinger, Fred N. : Foundations of Behavioural Research.
6. Aaker, Kumar, and Day : Marketing Research, John Willey
7. Churchill and Iacobucci : Marketing Research: Methodological Foundations, Cengage Learning
8. Coakes, Sheridan and Clara Ong: SPSS

Version 18.0 for Windows: Analysis without Anguish, John Wiley & Sons, Inc. List of cases and specific references including research papers, articles and books will be announced in the class.

MB MO 46	ADVANCEDMARKETINGRESEARCH
----------	---------------------------

CourseObjective:

TotalPeriods:40(4Credits)

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

This course intends to introduce the concept of Total Quality Management, which hinges on continuous improvements as the core mission of the upper management. Zero-defect or non-conformance is the operational objective of an organization. It intends to explain concept and strategies for implementing and managing quality for product and services, to discuss various aspects and interfaces within and outside the system.

Course Structure:

- ➔ **Understanding Quality**-Quality, Competitiveness and Customers, Understanding and Building the Quality Chains, Managing Quality, Quality starts with understanding the Needs, Quality in all functions.
- ➔ **Models and Frameworks for Total Quality Management**-Early TQM Frameworks. Quality award models, the four Ps and three Cs of TQM-A new model for TQM.
- ➔ **Policy, Strategy and Goal Deployment**-Integrating TQM into the Policy and Strategy, The Development of Policies and Strategies.
- ➔ **Design for Quality**-Design, Innovation and Improvement, The Design Process, Quality Function Deployment (QFD)
 - The House of Quality, Specifications and Standards, Design in the Service sector, Failure Mode, Effect and Criticality Analysis (FMECA), the links between good design and Managing the Business.
- ➔ **Performance Measurement Framework**-Performance measurement and improvement cycle, Cost of Quality, the Process model for Quality Costing, A performance measurement Framework, The implementation of performance measurement systems.
- ➔ **Benchmarking**-The Why and What of Benchmarking, The purpose and Practice of Benchmarking, The role of Benchmarking in Change, Communicating, Managing stakeholders and lowering Barriers, Choosing Benchmarking-Driven Change activities wisely.
- ➔ **Process Management**-Process Management Design, Process Classification framework and Process Modeling, Process Flowcharting. Leadership, People and Implementation aspect of Process Management.
- ➔ **Process Redesign/ Engineering**-Re- Engineering the Organization, What is BPR and what does it do, Processes for redesign, The Redesign Process, BPR-the People and the Leaders.
- ➔ **Quality Management System**- Concept of Quality Management System, Quality Management System requirements, other management systems and models, Improvements made to Quality Management Systems.
- ➔ **Continuous Improvement**-A Systematic approach, Some basic tools and techniques, Statistical Process Control, Some additional techniques for Process Design and Improvement, Taguchi Methods for Process Improvement, Six Sigma, The DRIVE Framework for continuous improvement.
- ➔ **Human Resource Management**-Introduction, Strategic alignment of HRM policies, Effective Communication, Employee Empowerment and involvement, Training and Development, Teams and Teamwork
- ➔ **Communications, Innovation and Learning**-Communicating the Quality Strategy, Communicating the Quality message, Communication, Learning, Education and Training.
- ➔ **Implementing TQM**-TQM and the Management of Change, Planning the Implementation of TQM, Sustained improvement.

REFERENCE

1. Bank, J. : The Essence of Total Quality Management, Prentice Hall.
2. Dale, B.G. (ed) : Managing Quality, Philip Allen, Hemel Hempstead
3. Feigenbaum, A.V. : Total Quality Control, McGraw Hill, New York.
4. Nasao Nemoto : Total Quality Control for Management, Englewood Cliffs, N.J. Prentice Hall Inc.

5. Crosby, P. B. :Quality is Free, McGrawHill, NewYork.
 6. Juran, J.M., (ed) :QualityControlHandbook, McGrawHill, NewYork.
 7. Kehoe, D.F. :TheFundamentalsofQualityManagement, Chapman&Hall, London
 8. Grant, E.L., & R.S. Leavenworth: StatisticalQualityControl, McGrawHill, NewYork.
 9. J.J. M. & F. Gryana :QualityPlanningandAnalysis, McGrawHill, NewYork.

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

This course intends to develop the basic concepts, principles, problems, and procedures in inventory management and provide the student an appreciation of the crucial role of inventory and materials management in the efficiency, competitiveness, and profitability of a business organization. Further it will also help in formulation and application of methods and models for inventory management.

Course Structure:

- ➔ **Inventory concept**-Importance & Scope of Inventory Control, Types of Inventory, functions, use; Dependent and Independent Demand of Inventory, Costs Associated with Inventory, Selective Inventory Control, Classification of items, and Inventory control with deterministic and stochastic demands with and without lead time. Understanding lead time. Internal and external lead time. Cumulative lead time.
- ➔ **Strategic Inventory Management**-Objectives and Importance of the inventory management function in reference to Profitability, Strategy, customer satisfaction and Competitive Advantage. Competitive Inventory management, Reduce Inventory Costs through Inventory Strategies: Benchmarking, Streamline process, Know your vendors, Establish a vendor score card, Manage your vendors, Negotiate terms, Provide limitless access to information systems, Invest in systems, Invest in inventory control staff, Consistent forecasting philosophy, Review, recite, and retain key data, Clear a day's-work-in-a-day, Liquidation, Inbound freight, Importing.
- ➔ **Inventory Classification**- Its use in controlling inventory, Set up time and inventory control, safety stock determination considering service level. Strategies to increase Inventory Turns, Reduce throughput time, Reduce WIP, eliminate waste, and reduce inventory level in service and manufacturing organizations.
- ➔ **Inventory models**-Fixed Order Versus Fixed Interval systems –Developing Special Quantity Discount Models –
Inventory Model for Manufactured Items –
Economic Lot Size when Stock Replenishment is instantaneous., Perishable Inventories, allocation and distribution model for perishable products, Continuously deteriorating inventory models, age dependent perishability, Periodic Review Models with Stochastic Demand, Single period (Newsboy)
Models, Dynamic Inventory Models with Stochastic Demand
- ➔ **Material Requirement Planning Systems (MRP)**-Meaning, purpose and advantage of MRP, Data Requirements and Management –Bill of Materials, Master Production Schedules, process of MRP, output of MRP. Make Or Buy Decisions: Concept of outsourcing, Factors influencing Make Or Buy Decisions, Trends in Make Or Buy Decisions in context of core competency.
- ➔ **Materials Management**-MM in JIT Environment: Zero inventory concept, Excess Inventory: Roadblock to World-Class Manufacturing, Materials management in JIT environment, Vendor Managed Inventory, vendor relationship in JIT context.

REFERENCE

1. E.L. Porteus : Foundations of Stochastic Inventory Theory, Stanford Univ. Press,
2. P.H. Zipkin : Foundations of Inventory Management, Irwin/McGraw-Hill,
3. I Sahin : Regenerative Inventory Systems, Springer Verlag,
4. Zipkin : Foundations of Inventory Management – McGraw Hill.
5. Seetharama L Narsimhan, Dennis W McLeavy & Peter J Billington : Production

Planning and Inventory Control - Prentice Hall Of India Pvt Ltd

6. J.R. Tony Arnold & Stephen N. Chapman: Introduction To Materials Management, -Prentice Hall
7. Richard J. Tersine : Principles of Inventory and Materials Management - Prentice Hall PTR
8. Max Muller : Essentials of Inventory Management - AMACOM/American Management Association
9. J H Greene : Production and Inventory Control - Homewood III: Richard D Irwin
10. Silver, E. & Peterson, R. : Decision System for Inventory Management and Production Control, Wiley,

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

CourseObjective:

TotalPeriods:40(4Credits)

Business Process Reengineering (BPR) is a systematic approach to helping an organization analyze and improve its processes. All systems are redesigned, developed and engineered to support business processes. Therefore, an understanding of the business processes is crucial to choosing how to build and manage systems.

CourseStructure:

- **Introduction to Business Processes**, Business Process Excellence, Steps for Business Process Reengineering, BPR in Information Technology and Systems
- **Research Opportunities in Business Process Technology**, BPR Implementation Methodology, Semantics of Business Process Models, When Should a Process be Started, Steps to Progress BPR from Project to Program
- **Success Factors in BPR**, Decomposing Business Processes, Structured Business Process Specification, Managing Barrier to BPR Success
- **Software Reengineering**, the Process Audit, Functional Information System, Workflow Technology and Human Computer Interaction, Lean Manufacturing and the Environment, Functional Information System, Service Oriented Architecture
- **Casestudies** and problems relating to real world contemporary issues in BPR

REFERENCE

1. Draheim, D.: Business Process Technology: A Unified View on Business Processes, Workflows & Applications, Springer Verlag
2. H., Michael & C, James : Reengineering the Corporation: A Manifesto for Business Revolution, New York: Harper Collins Publishers, Inc.
3. C. James: Reengineering Management: The Mandate for New Leadership, New York: Harper Collins Publishers, Inc.
4. Darnton, G and Darnton, M: Business Process Analysis, Intern. Thompson Business Press,
5. D. Thomas H.: Process Innovation; Reengineering Work through Information Technology, Harvard Business School Press,

PATTERN OF EXAMINATION:		Mark s
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.		70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation		30
Total Marks		100

Course Objective:

Total Periods: 40 (4 Credits)

The objective of the course is to make the learner familiar with the advanced operations research techniques and their applications in managerial decision making.

Course Structure:

- ➔ **Allocation**-Introduction, general Linear Programming problems, Transportation Problems, Assignment Problems, Solution of Linear Programming, Transportation and Assignment Problems by computer package.
- ➔ **Theory of Games**-Introduction, Assumptions, Definitions and Classification of Games, Two Person Zero Sum Games, Pure Strategies and Saddle Point, Mixed Strategies, Shortcut method for finding optimum mixed strategies, Solution of Games by Dominance, Graphical Solution of Games, Solution by Linear Programming, Solution by Computer package.
- ➔ **Queuing Theory**- Introduction, Queuing and Cost Behaviour, Definitions for Queuing Systems, Single Channel, Single Server Queuing Model (M/M/1), Economic Aspects of Queuing Solution by Computer package
- ➔ **Simulation**-Introduction, Steps involved in Monte Carlo Simulation, Application of Simulation Method, Advantages and Disadvantages of Simulation.
- ➔ **Market Analysis**-Introduction, Markov Process, Transition Matrix, and Prediction of Market Shares for Future Periods, Steady State Conditions, Absorbing Chains, and Solution by Computer package.
- ➔ **Replacement Models**-Introduction, Replacement of Equipment which deteriorates with time, Replacement of items that Fail Completely, Staffing Problems, Solution with the help of computer, individual and Group Replacement.

REFERENCE

1. Harvey J. Greenberg, Frederic H. Murphy, Susan H. Shaw: Advanced Techniques in the Practice of Operations Research, North Holland
2. Quantitative Analysis for Business Decision : H. Bierman, C.P. Bonini, & W.H. Houseman, Richard D. Irwin Inc.
3. F.S. Hiller & G.J. Lieberman : Introduction to Operations Research.

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A & B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

This course intends to analyze manufacturing service process for methods improvement, to learn the techniques and procedure of methods, study and work measurement including setting of time standard, to develop competence in applying methodology of work study and value engineering to design of work systems.

Course Structure:

- ➔ **Productivity**-Introduction, Productivity Index, Measurement of Individual worker's productivity, Productivity of Capital, Motion and Time Study and Productivity
- ➔ **Definition, Scope and History of Motion and Time Study**-Definition of Motion and Time Study, Work Methods Design, Work Measurement, Scope, Non-manufacturing Activities, Taylor's use of Time Study, Taylor's Investigation of Shoveling, Motion Study as it was developed by the Gilbreths, Micro-motion Study, The Cycle Graph and the Chrono-cycle Graph.
- ➔ **The General Problem Solving Process**-Problem Definition, Analysis of Problem, Search for Possible Solutions, Evaluation of Alternatives, Recommendations for action.
- ➔ **Work Methods Design**-Procedure, Selection, Recording Techniques, Process analysis, Setting up Time Reduction Techniques, Fundamental Hand Motions, Motion Study and Micro-motion Study, Equipments making the Motion Pictures, Film Analysis, The use of Fundamental Hand Motions, Principles of Motion Economy as related to the use of the Human Body, Workplace and Design of Tools & Equipment.
- ➔ **Time Study**-Equipments, Process, Determining the Rating Factor, Allowances, Time Standard from Standard Data and Formulas, Computer Aided Time Study, Computerized Machine and Equipment Downtime Monitoring and Reporting, Predetermined Time Systems: The Work Factor System, Methods-Time Measurement, Work Sampling.
- ➔ **Wage Payment**-The Relation of Motion and Time Study to Wage Incentives, Multi-factor Wage Incentive Plans.
- ➔ **Advance Work Study**-Synthetic Time Standards and Introduction to Predetermined Motion Time Systems and Standards, Business Process Analysis and Mapping, Basic Work System, Physical and Cognitive Task Analysis, Office Planning and Design, Value Engineering Concepts, Methods of Function Analysis and Creative idea generation.

REFERENCE

1. Niebel B.W. & Freivalds A : Methods, Standards and Work Design, McGraw Hill
2. ILO : Introduction to Work Study, Universal Publishing Corporation.
3. Barnes R.M : Motion and Time Study: Design and Measurement of Work, John Wiley & Sons
4. Meyers F.E. and Stewart J.R.: Motion and Time Study, Prentice Hall.
5. Mundel M.E. : Motion and Time Study: Improving Productivity, Prentice Hall
6. Richard Park : Value Engineering; A Plan for Innovation, Boca Raton, St. Lucie Press.
7. Babbage, Charles

:OntheEconomyofMachinery&Manufacturers,CharlesKnight,PalMall,East,London.

8. Gilbreth,F.B.andL.M. :FatigueStudy,MacmillanCo.,NewYork.

PATTERN OF EXAMINATION:	Marks
The Theory paper will consist of one short answer type question containing seven True or False statements (carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question (14 marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes (average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

Course Objective:**Total Periods: 40 (4 Credits)**

This course intends to develop familiarity with the role of maintenance management for competitive advantage, structuring

the maintenance function, preventive, predictive and productive maintenance strategies and policies for managing operation, productivity, quality and growth.

Course Structure:

- ➔ **Introduction**-Asset Management, Failures: Their Consequences, Role of Maintenance in Failures, Maintenance: An overview, Maintenance: An Important Tool of Planned Productivity, The Extended role of Maintenance.
- ➔ **Maintenance objectives and Functions**- Maintenance objectives, Downtime control/management, The Two-Pronged Attack.
- ➔ **Maintenance Organization**-Maintenance engineering prerequisites, organizational factors determining effectiveness of a maintenance organization.
- ➔ **Maintenance Systems**- Breakdown Maintenance, Routine Maintenance, Planned Maintenance, Preventive Maintenance, Predictive Maintenance, Corrective Maintenance, Design out Maintenance.
- ➔ **Design Of Maintenance Systems**- Criticality Determination, Maintenance System Design Optimization.
- ➔ **Total Planned Maintenance System & Documentation**-Planning, System Components, Equipment Record Card, Scheduling Process, Work Specification, Maintenance Records & Documentation, History Record Card, Defect Analysis Record, Maintenance Work order, Information Analysis, Maintenance Control System.
- ➔ **Calibration and Quality**-Calibration System, Maintenance Quality
- ➔ **Maintenance Training, Incentives and Safety Management**- Need for Maintenance Training, Planning for Training Maintenance Incentives, Design Principles, Safety Principles and Guidelines, Safety Management.
- ➔ **Computers in Maintenance and Maintenance Budget**- Computer Systems, Areas of Computer Application, Maintenance Budget
- ➔ **Energy Saving Through Planned Maintenance**-Energy Saving, Cleaning & Cycling Replacement, Economizing on Light.
- ➔ **Facility Investment Decision (FID) and Life Cycle Costing**-Factors influencing Facility Investment Decisions, Alternatives to Facility Investment Decisions, Facility Investment Decisions, Concept of Economic Life, The Mathematical Model, Time Value of Money, Capital Recovery Factor, Depreciation.
- ➔ **Evaluation of Maintenance Management**-Need for Evaluation, Challenges in Maintenance Management Function, Parameters in Expectations, Background of Maintenance Function, Equipment Discard Policy, SWOT Analysis, Evaluation Process of Plant Engineering, Evaluation by Reports, Subjective Methods of Evaluation, Objective Criteria of Evaluation, Maintenance Management-Futuristic Scenario.

REFERENCE

1. Balachand, B.S. : Design and Management to Life Cycle Costing.

2. Bullock, J.H. :Maintenance Planning and Control, National Association of Accountants, New York
3. Get, K.H., and Bakh, I.C. : Models of Preventive Maintenance, North Holland, Amsterdam.
4. Heintzeiman, J.E. : Complete Handbook of Maintenance, Prentice Hall Englewood Cliffs
5. Hibi, S. : How to Measure Maintenance Performance, Asian Productivity Organization, Tokyo.
6. Husband, T.M. : Maintenance Management and Terotechnology, Westmead-Saxon House, London.
7. Cooling, W.C. : Maintenance Management, American Management Association, New York.
8. Terry W. : Computerized Maintenance Management Systems, Industrial Press New York
9. Corder, A.A. : Maintenance management Techniques. McGraw Hill
10. Harriss, Ellya, M.J. : Management of Industrial Maintenance, Butterworths, London.
11. Higgins, L.R. and Morrow, L.C. : Maintenance Engineering Handbook, McGraw Hill New York.
12. Mann, L., Jr. : Maintenance Management, Health and Company, Lexington D.C., UK.

PATTERN OF EXAMINATION:	Mark s
--------------------------------	-----------

The Theory paper will consist of one short answer type question containing seven True or False statements(carrying 14 marks), which are to be explained with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type and two will have two parts A&B. The last question(14marks) will be short note type containing four options out of which any two options are required to be attempted.	70
Sessionals: Class Test/Quizzes(average of 2 best out of 3) Writeup, Presentation and Participation	30
Total Marks	100

HOSPITAL MANAGEMENT SEMESTER III

Entrepreneurship Management (SESSIONAL)

Concept and Evolution of Entrepreneurship, Classification and type of entrepreneurs, nature and importance of Entrepreneurs, Opportunity Assessment in Entrepreneurship: Feasibility Plan Outline, Environmental Assessment in Entrepreneurship, Entrepreneurial Ventures and Financial Analysis, Writing an Effective Business Plan, Financial Sources for Entrepreneurial Ventures: Venture Capital financing, Angel investors and others, Entrepreneurial issues in various cultural context.

Strategic Management

Introduction to corporate strategy, The strategic management process, Environmental appraisal, socio-political and legal, Organizational Appraisal, Competitive Advantage, Corporate level strategies, Strategic Analysis and choice, Strategy Implementation, Tailoring strategy to fit specific industry and company situations, Changing nature of Strategies in the New Millennium, Strategies in international business.

Legal aspect of Business (SESSIONAL)

The Indian Contract Act, 1872, Nature, offer and acceptance consideration, Agreement vis-à-vis contract, void agreement & voidable contract, Capacity to contract, Free Consent, Legality of Object, Agreement not declared void, Contingent contracts, The Companies Act, 1956, Modification in Companies Act, Companies Act, 2013, Nature of Company, Registration & Incorporation, MOA, Articles of Association its relation with memorandum of Association, Prospectus, Members

hip,

Kinds of Share Capital, Debentures, Directors-
Position, Appointment, Removal, Power & Duties, Majority Powers and
Minority Rights, Prevention

of Oppression and

Mis-

management, Compromises, Arrangements and Reconstructions and Winding Up,
Law of Partnership, Nature, Relations and Dissolutions, Introduction
to Industrial Law, Employee Provident Fund and Payment of Gratuity
Act, 1972, The Consumer Protection Act, 1986, Definitions of
Consumer, Person, Goods, Service,

Trader,

Manufacturer, Unfair and Restrictive Trade Practices, The Information Techn
ology Act, 2000, Digital Signature, Electronic Governance,
Electronic Records, Certifying

Authorities, Introduction to Corporate Tax Planning, Direct

Taxes: Income Tax, Corporate Tax, Indirect Taxes: GST,
VAT, Central Excise, Incidence and Impact, Recent Developments in Tax Polic
y.

HEALTHCARE ENVIRONMENT AND MANAGEMENT

Objectives:

- To familiarise with the healthcare environment
- To understand the concepts of management with relevance to hospitals

UNIT I

Introduction – Theoretical frame work - Environment - Internal and External – Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment - International and Technological Environment.

UNIT II

A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Setting - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetrics and Gynecology services – Neuro – Surgery service – Neurology services.

UNIT III

Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals - Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy

UNIT IV

Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Healthcare Delivery Systems

UNIT V

Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods - Uses

REFERENCES

Seth, M.L. MACROECONOMICS, Lakshminarayana Agrawal, Edu, Pub. Agra. 1996
Peter, Z & Fredrick, B. HEALTH ECONOMICS, Oxford Pub., New York, 1997
Shanmugansundaram, Y., HEALTH ECONOMICS, Oxford Pub. New York, 1997

HOSPITAL ARCHITECTURE, PLANNING AND MAINTENANCE

Objectives:

- To understand the necessity of architecture and planning in Hospitals
- To get familiarised with the designing and maintenance of hospital systems

UNIT I

Hospital as a system: Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

UNIT II

Planning: Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety

UNIT III

Technical analysis: Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements – hospital drawings & documents – preparing project report.

UNIT IV

Hospital standards and design: Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste

UNIT V

Facilities planning: Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

REFERENCES

G.D.Kunders, DESIGNING FOR TOTAL QUALITY IN HEALTH CARE

Gupta S.K; Sunil Kant Chandra Shekhar; R Satpathy, MODERN TRENDS IN PLANNING AND DESIGNING OF HOSPITALS

Syed Amin Tabish, HOSPITAL AND NURSING HOMES PLANNING, ORGANISATIONS & MANAGEMENT

G.D.Kunders, HOSPITALS, FACILITIES PLANNING AND MANAGEMENT

HEALTHCARE LAWS, ETHICS AND MEDICAL TERMINOLOGY

Objectives:

- To get acquainted with the legal provision and issues related to healthcare
- To familiarise with the medical terminologies
- To understand the ethical issues in healthcare system

UNIT I

Laws relating to Hospital formation: Promotion-Forming society-The Companies Act- Law of Partnership- A Sample Constitution for the Hospital- The Tamil Nadu Clinics Act – Medical Ethics-

UNIT II

Laws relating to Purchases and funding: Law of contracts-Law of Insurance-Export Import Policy-FEMA- Exemption of Income Tax for Donations- Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969-Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

UNIT III

Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration- MCI act on medical education. The Biomedical Waste (Management and Handling) Rules- Radiation Safety System.

UNIT IV

Medical Terminology- Glossary of medical terms: major Diseases and medical specialties- Roots, Prefixes, Suffixes, Abbreviations and symbols- Common roots: element referring to, usage and definition- Common prefixes and suffixes- Common abbreviations: departments, time, general healthcare, routes of medication and laboratory- Symbols.

UNIT V

Illness- Classification and description of diseases- Infection Control- Medical asepsis, Nosocomial infection and communicable diseases, Reservoir, carrier and mode of transmission- Overview of Hospital Services - Intensive care unit – Coronary care Unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services – Hospital standing services – Indian Red Cross Society – Nursing services- Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department- Medical Records – Fatal documents – Medical Registers – Statutory records.

REFERENCES

BMSakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING – Jaypee Brothers Publications.

Francis CM, Mario C de Souza, HOSPITAL ADMINISTRATION – Jaypee Brothers Medical Publishers

PATIENT CARE MANAGEMENT

Objectives:

- To understand the importance of patient care management
- To be acquainted with the disaster and safety & Security Management in Hospitals

UNIT I

Patient centric management-Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counselling & Practical examples of patient centric management in hospitals- Patients safety and patient risk management.

UNIT II

Quality in patient care management- Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice

UNIT III

Patient classification systems and the role of casemix- Why do we need to classify patients, Types of patient classification systems, ICD9 (CM, PM), Casemix classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.

UNIT IV

Medical ethics & auditory procedures-Ethical principles, Civic rights, Consumer Protection Act, Patient complaints powers & procedures of the district forum, State and National commission, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration & Regulating committees-Confidentiality and professional secrecy, ethics of trust and ethics of rights – autonomy and informed consent, under trading of patient rights – universal accessibility – equity and social justice, human dignity

UNIT V

Disaster preparedness- Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management . Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.

REFERENCES:

Goel SL & Kumar R. HOSPITAL CORE SERVICES: HOSPITAL ADMINISTRATION OF THE 21ST CENTURY 2004 ed., *Deep Deep Publications Pvt Ltd: New Delhi*

Gupta S & Kant S. Hospital & Health Care Administration: Appraisal and Referral Treatise 1998 ed., *Jaypee, New Delhi*

SEMESTER-IV**Business Ethics**

Importance of Ethical Behaviour, theories of ethics and ethics projects, Moral development

in humans, theories, concepts, Moral Frameworks for Business and Organizational Life, Individual Ethics, Values, and Purpose, Professional Responsibility: Concept and Importance, Conflicts and Ethical Dilemmas – moral & ethical dilemmas, Ethics and Business: A sense of business ethics, Ethics and International Business: Ethics Issues beyond borders, Ethics and Economics: Ethical concerns of economic individuals and societies, Ethics and

Environment: Environmental Ethics Awareness, Business Disciplines – Production related ethical issues, Business Disciplines – International standards, corporate governance, corporate

citizenship, Global reporting initiatives, Global compact, Millennium development goals, etc

HOSPITAL OPERATIONS MANAGEMENT

Objectives:

- To identify the important functions and its management in Hospitals
- To familiarise with the supporting services and procurement management of Hospitals

UNIT I

Front Office-Admission–Billing–Medical Records–Ambulatory Care-
Death in Hospital– Brought-in Dead-
Maintenance and Repairs Bio Medical Equipment

UNIT II

Clinical Services-Clinical Departments–Outpatient department (OPD)–Introduction–Location –
Types of patients in OPD – Facilities – Flow pattern of patients – Training and Co-ordination;
Radiology – Location – Layout – X-Ray rooms – Types of X-Ray machines – Staff -USG –
CT –MRI– ECG.

UNIT III

Supporting Services – House Keeping –Linen and Laundry, - Food Services - Central
Sterile Supply Department (CSSD)

UNIT IV

Facility Location and Layout importance of location, factors, general steps in location selection
-Types of lay outs – product, process, service facility layout-Work standards, techniques of
work measurement-Work sampling, calibration of hospital equipments. Productivity
measures, value addition, capacity utilization, productivity–
capital operations, HR incentives calculation, applications in hospital.

UNIT V

Purchasing strategy process–organizing the purchasing function–financial aspects of purchasing–
tactical and operational applications in purchasing, Inventory Management: valuation and accounting for inven-
tory– physical location and control of inventory–planning and replenishment concepts–
protecting inventory; Value Management, Value engineering, value analysis.

REFERENCES

- Madhuri Sharma**, ESSENTIALS FOR HOSPITAL SUPPORT SERVICES AND PHYSICAL INFRASTRUCTURE,
Sakharkar BM, PRINCIPLES OF HOSPITALS ADMINISTRATION AND PLANNING,
Jaypee
Francis CM, Mario C de Souza, HOSPITAL ADMINISTRATION, *New Delhi, 2000*
Prabhu KM, Sood SK, HOSPITAL LABORATORY SERVICES ORGANIZATION AND
MANAGEMENT, *Journal of Academy of Hospital Administration*, 2 (@) 1990

PURCHASE MANAGEMENT AND INVENTORY CONTROL IN HOSPITALS

Objectives:

- To familiarise with the concepts of procurement
- To understand stores management and inventory control system

UNIT I

Principles of Logistic Management: Definition of Logistics Management – Functions of Logistics Management – Principles of Purchase Management – Tendering procedures – procurement procedure – Vendor development and rating – Methods of payment – Letter of credit – Foreign currency payments. – Import documentation.

UNIT II

Inventory control: Definition – objectives of Inventory Control – Types of Inventory cost – Types of Inventory Control – Pareto's law - ABC / VED / SDE Analysis – Lead Time – Buffer stock – Reorder level – Economic Order Quantity (EOQ) – Types of Inventory Control systems.

UNIT III

Stores Management- location and layout – Standardization, Codification and Classification of materials – Material accounting and physical distribution – Stored documentation – condemnation and disposal of scrap, surplus and obsolete materials – Types of stores in a Hospital.

UNIT IV

Equipment Planning and Procurement: Steps in equipment selection – Utilization index – Factors leading to poor utilization of equipment- planning and procurement of spares / accessories / consumables.

UNIT V

Recent trends in Materials Management: Types of Materials used and stored in a Hospital – Computerization of Materials function – MIS Reports – Concept and frame work of supply chain management – concept of Just in time and Central purchasing.

REFERENCES:

Mr. K S Menon, STORES MANAGEMENT 2ed., Macmillan India Ltd.,

Mr. Rupnarayan Bose, AN INTRODUCTION TO DOCUMENTARY CREDITS,
Macmillan India Ltd

Mr. B S Sahay, SUPPLY CHAIN MANAGEMENT, Macmillan India Ltd

Mr. Gopalakrishnan & Sunderasan, MATERIALS MANAGEMENT.

HOSPITAL FACILITIES MANAGEMENT

Objectives:

- To get familiarised with support services systems
- To get acquainted with hazards and its management in hospital environment
-

UNIT I

Nutrition and Dietary services–Pharmacy services–Medical Record services.

UNIT II

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 Systems– Biomedical engineering departments in modern hospitals.

UNIT III

Laundry services–Housekeeping services–CSSD-Energy conservation methods–AMC.

UNIT IV

Ambulance services–Mortuary services–Hospital security services.

UNIT V

Disaster management–Fire hazards–Engineering Hazards–Radiological hazards.- Outsourcing of Support services– Wasted disposal and management- few case studies.

REFERENCES:

G.D.Kunders, HOSPITAL AND FACILITIES PLANNING AND DESIGN

IGN Jacob Kline, HANDBOOK OF BIO-MEDICAL ENGINEERING

Webster J. Gand Albert M. Coe, CLINICAL ENGINEERING PRINCIPLES AND PRACTICES

Antony Kelly, MAINTENANCE PLANNING AND CONTROL

Hospital Information Systems

Objectives:

- To understand the role of IT in hospital management
- To familiarise with the latest developments in technology with relevance to hospitals

Unit I

The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary. The world of Informatics.

Unit II

The Electronic health record: Functions of the health record – Changing functions of the patient's record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation – The future

Unit III

Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals – Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why some projects fail?

Unit IV Electronic Communications: A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies

Unit V

Telehealth – Historical perspective on telehealth – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary – The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation

REFERENCES:

Kathleen M., *INFORMATICS FOR HEALTHCARE PROFESSIONAL*

James O'Brien, Tate McGraw Hill, *MANAGEMENT INFORMATION SYSTEM*

Peter Norton, *INTRODUCTION TO COMPUTER, Tata McGraw Hill*

TOTAL QUALITY MANAGEMENT

Objectives:

- To introduce with the TQM Concepts
- To understand the importance of quality in hospital management

UNIT I

Quality mission, policy and objectives; concepts, evolution and determinants of quality; interpretation and process of quality audits; cost of quality and economics of quality. Concepts of quality improvement, quality assurance, business score card. Contribution of quality gurus: Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi; SPC, SQC, CWQC, TPM, TQC:

UNIT II

Definition, underlying concepts, implementation and measurement of TQM, internal customer-supplier relationship, QFD, Quality Circles, Quality improvement teams, teamwork and motivation in TQM implementation, training and education, role of communication in implementing TQM, policy deployment.

UNIT III

Processes in service organization and their control, simple seven tools of quality control; check sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality - SQC; control charts for variables - \bar{X} , \bar{X} bar, and R charts and control charts for attributes p, Np, and c charts. Acceptance sampling plan and occurrence.

UNIT IV

Facets of quality, quality planning, quality improvement methods, Kaizen, quality audits, dicmeal audit, accreditation, nursing care standards, Six Sigma, JIT and NABL. Introduction to ISO 2000, ISO 14000, and ISO 18000. Documentation of quality systems, quality manual, procedure manuals, work instruction manuals and records for ISO 2000. Benchmarking and Business Process Reengineering: definition, methodology and design, evaluation and analysis

UNIT V

Current trends in TQM-Quality in healthcare, Accreditation with special emphasis on NABH Accreditation,

REFERENCES:

Besterfield H. Dale, TOTAL QUALITY MANAGEMENT, *Pearson New Delhi, 2005.* **Sridhar Bhat**, TOTAL QUALITY MANAGEMENT, *Himalaya House pub., Mumbai, 2002* **Sundara Raju S.M.**, TOTAL QUALITY MANAGEMENT: A PRIMER, *Tata McGraw Hill*, **Srinivasan, N.S. AND V. NARAYANA**, MANAGING QUALITY-CONCEPTS AND TASKS, *New Age International, 1996.*

Kume,H.,MANAGEMENTOFQUALITY,*ProductivityPress,1996*

PUBLICHEALTHSYSTEMANDOUTREACHPROGRAMMES

Objectives:

- To understand the basic concepts and methods of epidemiology
- To get familiarised with the Emergency Epidemic Management System

UNIT I

Basic concepts and methods of Epidemiology and application to the variety of disease problems
–Health for all and primary Healthcare –Clinical trails –community trails –
ethical considerations –inference from epidemiological studies.

UNIT II

National Health Programmes related to Communicable diseases- Malaria, Filarial, Tuberculosis, Leprosy, AIDS, and STD National Health Programmes related to Non Communicable diseases- Cancer, Blindness, Diabetes, and Mental Health- Reproductive and child health programme (RCH)- Health related national programmes- Integrated Child development scheme, water supply and sanitation, minimum needs programme.

UNIT III

Alcoholism and drug dependency: Alcohol and alcoholism- opiod drug use- cocaine and other commonly abused drugs- nicotine addiction- setting up de-addiction and rehabilitation centers.

UNIT IV

Environmental and Occupational hazards- Hazards of environment and workplace- Sterilizations- Autoclaves- Waste disposal management (Solids and Liquids)- Incinerators.

UNIT V

Emergency Epidemic Management System- Safety systems- Immunization and Isolation systems- Communications systems- Public Health Service Systems- Health and Population policy and Strategies- District Health Organization- Regionalization of healthcare.

REFERENCE BOOKS:

Gilienfeld, FOUNDATION OF EPIDEMIOLOGY

Brilliant

Lawrence, SMALL POX ERADICATION IN INDIA **Ronald Gold et. al.**, P

RE-

CENTRAL PRISON SYSTEM AND REVIEW PRINCIPLES OF INTERNAL

MEDI

SUPPLYCHAIN Management 3rd semester**SUPPLYCHAININFORMATIONSYSTEM****COURSEOBJECTIVE:**

- To explain the various technological aspects that are described in the different logistical background
- To explain the real time description updated technologies in the logistics sector and supply chain industry

COURSEOUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Explain about eSCM, benefits and communication networks.
- CO-2 : Explain about data security in communication networks.
- CO-3 : Explain about the various e-commerce models.
- CO-4 : Explain about the various enterprise information systems and their benefits.
- CO-5 : Explain the classification of enterprise information systems.
- CO-6 : Explain about information architecture.
- CO-7 : Explain the framework for managing supply chain information.
- CO-8 : Explain about the various information systems development methodologies.
- CO-9 : Explain about the various enterprise architectures.
- CO-10 : Explain the various information system deployment methods.

UNIT I ELECTRONIC SCM, COMMUNICATION NETWORKS 12

Introduction eSCM - eSCM framework - Key success factors for eSCM - Benefits of eSCM - Positioning information in Logistics - Strategic information linkage - Supply chain communication networks - Role of communication networks in supply chains -

Overview of telecommunication

networks - EDI - Data security in supply chain networks - Overview of internetable models

UNIT II ENTERPRISE INFORMATION SYSTEMS 12

Overview of enterprise information systems - Information functionality and principles -

Introduction enterprise information systems - Classification of enterprise information systems -

Information architecture - Framework for managing supply chain information - Describe on popular enterprise application packages - Benefits of enterprise information systems

UNIT III SCMSYSTEMS DEVELOPMENT 12

Stakeholders in supply chain information systems - Stakeholders in SCM - Stakeholders in supply chain information systems - Information systems development -

Logistics information systems design - Defining enterprise architecture - Choosing appropriate

system

development methodologies

- Adopting relevant systems development model

UNIT IV

DEPLOYMENT AND MANAGEMENT

12

Information systems deployment - IT Operations and infrastructure management -

Portfolio, programme and project management - Management of risk -

Management of value

UNIT V

INFORMATION INTEGRATION

12

Enterprise application integration and supply chain visibility - Enterprise application integration - Supply chain visibility - Supply chain event management - Supply chain performance - Planning and design methodology - Problem definition and planning -

Data collection and analysis -

Recommendations and implementation - Decision support systems

TOTAL: 60 HOURS

TEXTBOOKS:

1. Donald Bowersox, David Closs, & Bixby Cooper Supply Chain Logistical Management
2. R.H. Ballou, and Samir Business Logistics Management, 5th Edition 2014

REFERENCE BOOKS:

1. Strauss, Alexa & Frost E-Marketing, Routledge; 8th New edition edition 2018
2. Statistics for Managers Using MSe Excel, 8th Edition Levine & David Pearson Education 2017
3. David B. Grant & Chee Yew Wong Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management Kogan Page; 2 edition April 3, 2017

**SUPPLYCHAINCONCEPTS &PLANNING
COURSEOBJECTIVE:**

- Todescribethevarious streamsof thesupply chain
- Todescribethe driversofthesupplychain
- Todescribethe conceptsemployed inthesupplychain
- Toexplainabout thestrategies employedinthesupplychain

COURSEOUTCOMES:

Atthe endofthecourse,thestudents willbeableto:

- CO-1 :Identifytheconceptsofsupply chain.
- CO-2 :Classifylogisticsandsupplychainmanagement
- CO-3 :Identifythedifferencebetweenservice andmanufacturingsupplychains.
- CO-4 :Analyzesupplychain dynamicsandvariousissues ofsupplychainperformance.
- CO-5 :Relatethesupplychainprocesses.
- CO-6 :Developthesupplychainstrategies.
- CO-7 :Planaboutsupplychainoutsourcing.
- CO-8 :Selectthevariousdriversofsupplychain performance.
- CO-9 :Identify aboutdemandforecastingandlearn aboutthevariousforecastingtechniques.
- CO-10 :Designaboutsalesandoperationsplanningprocess

UNIT I	CONCEPTS OF SUPPLY CHAIN	12
	Serviceandmanufacturingsupplychaindynamics-Evolutionofsupplychainmanagement- Multipleviewsandflows-Servicesupplychains-Manufacturingsupplychains- Measuresof supplychainperformance-Bullwhipeffect	
UNIT II	SUPPLY CHAIN PROCESSES AND STRATEGIES	12
	Integratedsupplychainsdesign-Customerrelationshipprocess- Orderfulfillmentprocess- Supplierrelationshipprocess-Supplychainstrategies- Strategicfocus-Masscustomization- Leansupplychains- Outsourcingandoffshoring- Virtualsupplychains.	
UNIT III	SUPPLY CHAIN PERFORMANCE DRIVERS	12
	Driversofsupplychainperformance- Logisticsdrivers(Location,inventoryandtransportation)- Crossfunctionaldrivers(Pricing,informationandsourcing)- Forecastingintroduction- Frameworkforaforecastsyste-Choosingrightforecastingtechnique-Judgmentmethods	

(Composite Forecasts, Surveys, Delphi Method, Scenario Building, Technology Forecasting, Forecast by Analogy) - Causal methods (Regression Analysis -Linear & Non-Linear Regression, Econometrics)-

Time series analysis (Autoregressive Moving Average (ARMA), Exponential Smoothing, Extrapolation, Linear Prediction, Trend Estimation, Growth Curve, Box-Jenkins Approach) – CPFR

UNIT IV**SALES AND OPERATIONS PLANNING****12**

Introduction to Sales and operations planning - Purpose of sales and operations plans - Decision context - Sales and operations planning as a process - Overview of decision support tools

UNIT V**RESOURCE PLANNING AND SCHEDULING****12**

Enterprise resource planning - Planning and control systems for manufacturers -

Materials requirement planning - Drum - Buffer - Rope system - Scheduling - Scheduling service

and manufacturing processes - Scheduling customer demand - Scheduling employees - Operations

scheduling.

TEXTBOOKS:

1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson 6th Edition, 2016.
2. Janat Shah, Supply Chain Management, Pearson Education India, 2nd Edition 2016
3. Litong group announces global framework agreement with VEON. 2018

REFERENCE BOOKS:

1. Paul Schönsleben, Integral Logistics Management: Planning and Control of Comprehensive Supply, ACRC Press Company, 2016.
2. David Frederick Ross, Distribution Planning and Control: Managing in the Era of Supply Chain, last edition, Springer, 2015.

GLOBAL SCM**COURSE OBJECTIVE:**

- To gain knowledge in global logistics and risk management and to do logistics management globally
- To understand the requirements and regulations involved in doing logistics globally.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : State the factors influencing global market forces.
- CO-2 : Identify the factors influencing technological forces.
- CO-3 : Enumerate the sources of risks.
- CO-4 : Outline the management of global risks.
- CO-5 : List the issues in international supply chain management.
- CO-6 : Clarify the regional and cultural differences in logistics.
- CO-7 : Elaborate the requirements of global strategy.
- CO-8 : Explain the global strategy implementation.
- CO-9 : State the role of human resource in global strategy.
- CO-10 : Analyze the cultural risks during implementation.

UNIT I	GLOBAL LOGISTICS	9
Introduction–Global Logistics Meaning and Definition–Global market forces– Factors Influencing Global Market Forces– Factors Influencing Technological Forces– Technological Forces– Global Cost Forces – Political and Economic Forces		
UNIT II	RISK MANAGEMENT	9
Introduction–Risk Management– Meaning and Definition– Many Sources of Risks– Managing the Unknown Factors– Introduction to Global Risks- Global Risks – Managing Global Risks.		
UNIT III	INTERNATIONAL SUPPLY CHAIN MANAGEMENT	9
Introduction to International Supply chain– Issues in International Supply Chain Management International versus Regional Product- International versus Regional Products.		
UNIT IV	PERFORMANCE EXPECTATION AND EVALUATION	9
Regional differences in Logistics– Cultural differences in different places– Geographic		

informationSystems-Infrastructure–PerformanceExpectationand
Evaluation.

UNIT V	GLOBAL STRATEGY IMPLEMENTATION	9
Requirements for Global Strategy – Global Strategy Implementation – Miscellaneous Dangers Information System Availability – Human Resources – role – significance.		

TOTAL: 45 HOURS

TEXTBOOKS:

1. Pierre David, International Logistics: The Management of International Trade Operations
Piperba
ck-Import, 1 Dec 2013.
2. John Mangan, Chandra Lalwani, "Global Logistics and Supply Chain Management",
Tim Butcher John Wiley & Sons, 2nd Edition, 2011.

REFERENCE BOOKS:

1. David Simchi, Levi, Philip Kaminsky, Ravi Shankar, "Designing & Managing the Supply Chain",
T
ata McGraw Hill, 14th Edition, 2010.
2. Ross. D. F., "Competing through Supply Chain Management", Chapman & Hall, 6th Edition, 2009.
3. Woods. D., A. Barone, P. Murphy, D. Wardlow, "International Logistics", Chapman & Hall, 1998.

SunRise

UNIT III**SUPPLY CHAIN INTEGRATION****9**

Push, pull, and push-pull systems-Demand-driven strategies-Impact of the Internet on supply chain strategies-Distribution strategies-Centralized versus decentralized control-Central versus local facilities-strategic Alliances-Framework for strategic alliances-Third-party logistics-Retailer-Supplier Partnerships-Distributor integration-Procurement and Outsourcing Strategies-Outsourcing benefits and risks-A Framework for Buy/Make Decisions-E-Procurement- A Framework for E-Procurement-Online Marketplaces

UNIT IV**SUPPLY CHAIN DESIGN****9**

Design for logistics-Supplier integration in new product development-Mass customization- Coordinated Product and Supply Chain Design-Customer Value and Supply Chain Management-Dimensions of customer value-Strategic pricing-Customer value measures

UNIT V**INFORMATION TECHNOLOGY****9**

IT and customer value- Information Technology for SCM-Goals of IT for SCM-Standardization-IT infrastructure-SCM system components-Integrating IT for SCM-decision Support Systems for SCM International Issues in Supply Chain Management-Introduction of global SCM-Risks and advantages of international supply chains-Issues in international supply chain management-Regional differences in Logistics

TOTAL: 45 HOURS**TEXTBOOKS:**

1. S Jaya Krishna, Business transformation outsourcing: An Introduction Paperback, ICFAI press 201

7

2. Dominika Sychalska, Vendor Managed Inventory: Exploring objectives, benefits and shortcomings of the business concept, Lap Lambert Academic Publishing, 2010

REFERENCE BOOKS:

1. Sila Çetinkaya & Chung-Yee Lee, Stock Replenishment and Shipment Scheduling for Vendor-Managed Inventory Systems, Management Science, 2008
2. Tempelmeier, Inventory Management in Supply Networks—Problems, Models, Solutions,

Norderstedt, 2nd edition 2011.

SCM FOR SERVICES MARKETING**COURSE OBJECTIVE:**

- To relate the strategy in supply chain management for a seamless integration of the distribution channels.
- To explain how technology can ease the cost and efficiency of the SCM of services.
- To realize the importance of distribution in the services marketing.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Differentiate the difference between goods and services.
- CO-2 : Plan the SCM aspects with reference to non-profit organization and profit organization.
- CO-3 : Explain the importance of channel members.
- CO-4 : Explain the logistical and facilitating functions of the intermediaries.
- CO-5 : Eliminate the vertical and horizontal conflicts in channel.
- CO-6 : Explain the reach to the consumer effectively.
- CO-7 : Explain the use of technology in the distribution chain.
- CO-8 : Create a cost effective integration of channel partners.
- CO-9 : Make use of the contemporary techniques in service marketing.
- CO-10 : Explain the trends in service marketing.

UNIT I SERVICES MARKETING AND SCM 9

Services Marketing, Channels & Supply Chain Management: The Difference Between Service and Goods- Services Marketing: The Difference Between Services and Goods- How Non-Profit Marketing Differs

UNIT II MARKETING CHANNEL 9

Definition and Function in the Market place-
Channel Intermediaries: Definition and Function in Business Channel Intermediaries: Definition and Function in Business- physical distribution strategy, logistical and facilitating functions.

UNIT III CHANNEL CONFLICT 9

Horizontal & Vertical Conflict- pricing, distribution and logistical operations. The channel members: goal-comprehensive channel partnership- Eliminate conflict-

drive product efficiently

consumers.

UNIT IV	SCM TECHNOLOGY	9
	Technology, Measurement, Relationship & Material Integration-Distribution cost-efficient integration of the distribution chain	

UNIT V	LATEST TRENDS	9
	Latest trends in SCM for services marketing, Contemporary Techniques for Services Marketing	

TOTAL: 45 HOURS

TEXTBOOKS:

1. Robert Monczka, Robert Handfield, Larry Giunipero, James Patterson, Purchasing and Supply Chain Management, McGraw Hill, 6th edition 2015
2. Alan Harrison and Remko Van Hoek, Logistics Management and Strategy: Competing through the Supply Chain, McGraw Hill, 5th 2015
3. David Simchi-Levi, Philip Kaminsky, Designing and Managing the Supply Chain, Edith Simchi-Levi, 2002.

REFERENCE BOOKS:

1. Sunil Chopra and Peter Meindl, Supply Chain Management: Strategy, Planning, and Operations, McGraw Hill, 7th edition 2018.
2. Martin Christopher Logistics and supply chain management 5th edition 2016.
3. F. Robert Jacobs, William Berry, D. Clay Whybark, Manufacturing Planning and Control for Supply Chain Management, Thomas Vollmann, 6th edition 2010.
4. Arjan J. Van Weele, Purchasing and Supply Chain Management: Analysis, Strategy, Planning and Practice, Nichole, 6th edition 2012
5. Shoshanah Cohen and Joseph Roussel, Strategic Supply Chain Management: The Five Core Disciplines for Top Performance, 2nd edition 2013

**TRANSPORTATION AND DISTRIBUTION
MANAGEMENT
COURSE OBJECTIVE:**

- To explore the fundamental concepts of transportation and distribution management
- To gain knowledge in network planning, routing and scheduling and application of IT in transportation and distribution management.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Design well versed in distribution techniques in the supply chain.
- CO-2 : Develop the various distribution network models
- CO-3 : Make use of the advantages and disadvantages of the various models.
- CO-4 : Plan for the different distribution networks
- CO-5 : Gain knowledge about the distribution requirements planning.
- CO-6 : Rewrite the role of transportation in logistics and business.
- CO-7 : Predict the scope and relationship of transportation with other business functions
- CO-8 : Illustrate on the various modes of transportation and the selection decisions.
- CO-9 : Gain well versed knowledge on vehicle routing and scheduling.
- CO-10 : Identify the issues involved in international transportation.

UNIT I	DISTRIBUTION	9
Role of Distribution in Supply chain, Distribution channels – Functions, resources, Operations in Distribution, Designing Distribution network models- its features- advantages and disadvantages		
UNIT II	PLANNING	9
Distribution network planning, Distribution network decisions, Distribution requirement planning (DRP)		
UNIT III	TRANSPORTATION	9
Role of Transportation in Logistics and Business, Principle and Participants- Scope and relationship with other business functions, Modes of Transportation- Mode and Carrier selection, Routing and scheduling.		

UNIT IV

TRANSPORTATION

9

International transportation, Carrier, Freight and Fleet management, Transportation management

systems-Administration, Rate negotiation, Trends
in Transportation.

UNIT V

INFORMATION TECHNOLOGY (IT)

9

Usage of IT Applications-Ecommerce-ITMS, Communications systems-Automatic vehicle
location systems, Geographic information Systems.

TOTAL: 45 HOURS

TEXTBOOKS:

1. David Lowe, Lowe's Transport Manager's and Operator's Handbook 2019
2. Janat Shah, Supply Chain Management, Pearson Education India, 2nd edition 2016
3. Raghuram and N. Rangaraj, Logistics and Supply chain Management

-

Leveraging Mathematical and Analytical Models: Cases and Concepts, New
Delhi:

Macmillan, 2000.

REFERENCE BOOKS:

1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson
n, 6th edition 2014.
2. Michael B Stroh, Practical Guide to Transportation and Logistics, Logistics Network, 2006.
3. Alan Rushton, John Oxley, Handbook of Logistics & Distribution Management, Kogan Page
Publishers, 2006.

SunRise

 4th Semester

INTERNATIONAL LOGISTICS**COURSE OBJECTIVE:**

- To explain the movement of cargo from vendor to end user across the globe
- To increase the value in product.
- To add value that includes improved quality and product accessibility across the world at optimal cost

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Explain the various basic issues in international transportation.
- CO-2 : Explain the various participants in international transportation.
- CO-3 : Explain the various modes of international transportation and selection of the modes.
- CO-4 : Explain about the multimodal and intermodal transportation.
- CO-5 : Explain about the freight costing and pricing.
- CO-6 : Explain various issues involved in ocean mode of transportation.
- CO-7 : Explain about the various classifications of ships and shipping methods.
- CO-8 : Explain about risks and insurance in ocean transportation.
- CO-9 : Explain about air mode of transportation.
- CO-10 : Explain the advantages and disadvantages of air cargo transport.

UNIT I TRANSPORTATION 9

Meaning and Significance of International Transportation- Role of transportation in integrated logistics process, Basic principles of international transportation, Parties involved in international transportation, Significance of Transportation, Modes of International Transportation- Criteria for Selection of different modes of transportation, Multi Modal Transportation. Freight costing and pricing- Classification of Costs associated with Transportation process, Cost Strategies, Factors affecting, Transportation rate

UNIT II OCEAN MODE OF TRANSPORTATION 9

Features, Types and Terminology- Features, Advantages and Disadvantages of using sea mode, Classification of ships, Shipping Methods, Swage in Ship, Major Sea-routes around the world,

Important Terminology, Freight, Parties and Perils Associated with Sea Mode-
 Parties involved in sea mode of transportation-Ocean Freight-
 Types of Sea Freight, Calculation of Freight; Maritime Risks, Marine Insurance.
UNIT III AIR AND FREIGHT TRANSPORTATION 9

Features, Types and Terminology-

Significant Features, Advantages and Constraints of Air transportation, Types of Carriers, Air Cargo
 Chain Operators, Legal Aspect of Carriage of Goods by Air; Freight Structure and \
 organizational set up-ULD Concept, Air Cargo Tariff
 Structure-

Air Freight Classification, Air Freight Calculation, Factors Affecting Air Freight Rates, Air Freight
 Consolidation, Role of IATA and TIACA in Air Cargo Industry.

UNIT IV LAND MODE 9

Transportation by Rail and Road, Meaning of Land mode of transportation,
 International Road Transportation, International Road Network, Advantages and
 Constraints of International

Road Transport, International Rail Transportation, Advantages and Constraints of International R
 ail Transport; Pipeline as a Mode of Transportation and Concept of Multi-modalism, Concept of
 Containerization.

UNIT V EXIM PROCEDURE AND DOCUMENTATION 9

Export procedure in India, Import Procedure in India, Transport Documents, Mate Receipt,
 Bill of Lading – features and types, Air-way Bill, Lorry Receipt; INCOTERMS 2013;
 Packaging and Labeling for Exports-
 What is packaging? Functions of Packaging, Labeling the export packages,
 Packaging for different modes of transportation, Rail Receipt.

TOTAL: 45 HOURS

TEXTBOOKS:

1. Ewan Roy, what is global supply chain management? by Trade Ready, 2017
2. Altekar, supply chain management, and concepts PHI 2013.

REFERENCE BOOKS:

1. R.B. Handfield and E.L. Nichols, Jr.
 Introduction Supply Chain Management. Prentice Hall, 2nd edition
 (November 30, 2014)
2. Sunil Chopra and Peter Meindel. Supply Chain Management: Strategy,
 Planning, and
 Operation, Prentice Hall of India, 6th Edition 2013.

**PURCHASING AND STRATEGIC SOURCING
COURSE OBJECTIVE:**

- To explore the fundamental concepts of Global Procurement Management.
- To gain knowledge in Strategic Sourcing.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Explain the basics of purchasing operations.
- CO-2 : Summarize the Purchasing policies.
- CO-3 : Understand the Methods of Supplier evaluation and selection.
- CO-4 : Analyze the Supplier evaluation and selection.
- CO-5 : Discuss about Value analysis.
- CO-6 : Identify the types of Process mapping tools.
- CO-7 : Discuss about Price analysis.
- CO-8 : Describe about Cost analysis techniques.
- CO-9 : Discuss about Negotiation
- CO-10 : Explain the Contract management.

UNIT I PURCHASING OPERATIONS AND STRUCTURE 9

The purchasing and supply process - Introduction to purchasing and SCM- Strategic supply management roles and responsibilities - Improving the procure to pay process - Approval, contract and purchase order preparation- Types of purchases- Purchasing policy and procedures- Policy overview- Purchasing policies- Purchasing procedures.

UNIT II SUPPLY MANAGEMENT INTEGRATION AND STRATEGIC SOURCING 9

Internal integration - External integration - The critical role of cross functional sourcing teams - Integrating supply management, engineering, and suppliers to develop new products and services – purchasing/supply management organizational structure- Purchasing position within the organizational structure - Supply management and commodity strategy development - Aligning supply management and enterprise objectives - Category strategy management - Types of supply management strategies- E-reverse auctions-

Evolving sourcing strategies- Supplier evaluation and selection- Supplier evaluation and selection process- Key supplier evaluation criteria- Developing

asupplierevaluationandselectionsurvey-Reducingsupplierevaluationandselectioncycle time.

UNIT III **TOOLS AND TECHNIQUES FOR PURCHASING ANALYSIS** **9**

Project management - Learning – curve analysis - Value analysis / value engineering - Quantity discount analysis - Process mapping - Supplier quality management Supplier management and development - Supplier performance measurement - Rationalization and optimization: Creating a manageable supply base - Supplier development: A strategy for improvement - Overcoming the barriers to supplier development- Managing supply base risk- Managing sustainability in the supply base.

UNIT IV **STRATEGIC COST MANAGEMENT** **9**

A structured approach to cost reduction- Price analysis- Cost analysis techniques- Total cost of ownership- Collaborative approaches to cost management

UNIT V **NEGOTIATION AND CONTRACTING** **9**

Negotiation - The negotiation framework in supply management - Negotiation planning - Power in negotiation - Concessions, negotiation tactics, win-win negotiation - Internal negotiation - Impact of electronic media on negotiations - Contract management - Elements of contract - How to negotiate and write contract- Types of contract- Long-term contracts in alliances and partnerships- Nontraditional contracting - Settling contractual disputes.

TOTAL: 45 HOURS

TEXTBOOKS:

1. Parasram, "In Co terms Exports Coartind and Pricing with Practical Guide to in Co- Terms, 1s Edition, Jain Book, 6th Edition, 2010.
2. MIMahaian, "Impart Do It Yourself", Jain Book, 7th Edition, 2007.

REFERENCE BOOKS:

1. John Wiley, "Global Operations & Logistics: Text & Cases-Dornier", Pearson Education, 2nd Edition 2013.
2. David Simchi-Levi, "Designing & Managing Supply Chain- Concepts, Strategies", Tata McGraw-Hill, 8th Edition, 2000.

WAREHOUSING & DISTRIBUTION FACILITIES MANAGEMENT

COURSE OBJECTIVE:

- To help the students in explaining the significance of Warehousing.
- To provide timely customer service,
- To keep track of items so they can be found readily & correctly
- To minimize the total physical effort and minimize the cost of moving goods.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Explain the basics of warehousing.
- CO-2 : Explain about the various warehouse operations.
- CO-3 : Explain the various warehousing decisions.
- CO-4 : Explain about the various types of warehouses.
- CO-5 : Explain the various costs involved in a warehouse.
- CO-6 : Explain about the storage systems used in a warehouse.
- CO-7 : Explain about the various types of warehouses.
- CO-8 : Explain about inventory management in the supply chain.
- CO-9 : Explain the various inventory control techniques.
- CO-10 : Explain the use of warehouse management systems to manage warehouse operations.

UNIT I	INTRODUCTION WAREHOUSING	9
	Introduction–Warehousing–Warehousing Decisions–Warehouse Operations–WMS–Types of Warehouses–Warehouse Layout–Functions-Equipment and components–Centralized & Decentralized–Warehouse operations and Storage Systems– Warehousing Cost Analysis	
UNIT II	INVENTORY MANAGEMENT	9
	Concepts– Role in Supply Chain–Role in Competitive Strategy–Independent Demand Systems–Dependent Demand Systems–Functions–Types–Cost–Need for Inventory–Just in Time-Inventory Control–ABC Inventory Control –Bull Whip Effect	
UNIT III	MANAGING WAREHOUSE EFFICIENCY	9
	Order picking–Picking methods-pick path–Measuring Warehouse Efficiency–Warehouse Workforce design and development–crossdocking	

CONTRACT LOGISTICS & CLOSED LOOP SUPPLY CHAINS

COURSE OBJECTIVE:

- To prepare students successfully implement a contract logistics and closed supply chain in Retail, FMCG and Automobile sectors.
- To explain the concept and principle of contract logistics and closed supply chain

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Explain the basics of contract logistics.
- CO-2 : Explain about the third party logistics industry
- CO-3 : Explain contract logistics.
- CO-4 : Explain about the third party logistics providers.
- CO-5 : Explain about closed loop supply chains.
- CO-6 : Explain and learn the closed loop supply chain models.
- CO-7 : Explain strategic issues involved in closed loop supply chains.
- CO-8 : Explain about the business and markets for closed loop supply chains.
- CO-9 : Explain the reasons for using reverse logistics.
- CO-10 : Explain the emerging trends in closed loop supply chains.

UNIT I	CONTRACT LOGISTICS	9
	Third party logistics industry overview-A framework for strategic alliances- Evolution of contract logistics-Types of third party logistics providers—Auto, FMCG and Retail- Third party services and integration	
UNIT II	CLOSED LOOP SUPPLY CHAINS AND LOGISTICS	9
	Introduction closed loop supply chains and logistics— Logistics and closed loop supply chain service- Overview of return logistics and closed loop supply chain models—Introduction product returns- Product Vs Parts returns -Strategic issues in closed loop supply chains	
UNIT III	BUSINESS AND MARKET	9
	Overview-Introduction lifecycle management-Trends and opportunities— Au Warranty management, return process and benchmarks-Market overview- Reasons for using reverse logistics- General characteristics-Consumer goods Depot repair and value added services-	

Operating dynamics-Competitive evaluation -Secondary markets and final disposal.
UNIT IV EMERGING TRENDS 9

Emerging trends in Retail, FMCG and Auto sectors- Systems and technology-
 For consumer goods operations, High tech logistics system -Impact
 and value of advanced logistics-

UNIT V MANAGING PROCESSES 9

Managing processes- Step by step process- Use of third party service providers- Additional
 factors- Contemporary issues-
 Make in India and its impact on Countries GDP and Economic Growth

TOTAL: 45 HOURS

TEXTBOOKS:

1. Janat Shah, Supply Chain Management: Text and Cases, 2nd Edition 2016.
2. Janat Shah, Supply Chain Management: Text and Cases, 2nd Edition 2017.
3. John Manners-
 Bell, Logistics and Supply Chains in Emerging Markets, Kogan Page, 2017.

REFERENCE BOOKS:

1. Coyle, John Joseph. (2017). Supply chain management: a logistics perspective. 10th ed. Australia: Cengage Learning. HD 38.5 C69 2017
2. Abbey, J.D., & Guide Jr, V.D.R. (2017). Closed-loop supply chains: a strategic overview
 Sustainable Supply Chains (pp. 375-393): Springer

LOGISTICS AND SUPPLY CHAIN PERFORMANCE MANAGEMENT

COURSE OBJECTIVE:

- To understand the performances of each individual driver are monitored.
- To understand the reason for the performance, drop at every stage of the supply chain is monitored and briefed.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Learn about the planning of logistics and supply chain management.
- CO-2 : Evaluate performance of logistics.
- CO-3 : Reproduce knowledge on measurement of logistics
- CO-4 : Design the various measurement systems.
- CO-5 : Name of control system of logistics.
- CO-6 : Operate and implementation of control system.
- CO-7 : Organize the implementation of lean logistics.
- CO-8 : Design the mapping for supply chain management.
- CO-9 : Evaluate the performance of supply chain management.
- CO-10 : Measure performance of supply chain management

UNIT I	STRATEGIES, PLANNING AND PERFORMANCE	9
	Principles and strategies of Logistics and supply chain management, Logistics and supply chain operations planning, Approaches to develop metrics	
UNIT II	LOGISTICS MEASUREMENT SYSTEMS	9
	Logistical and supply chain measurement, Measurements in integration context	
UNIT III	LOGISTICS CONTROL SYSTEMS	9
	Logistics/supply chain control, Characteristics of an ideal measurement system	
UNIT IV	UNDERSTANDING PERFORMANCE FRAMEWORKS	9
	Mapping for supply chain management, Lean thinking and supply chain management	
UNIT V	SUPPLY CHAIN PERFORMANCE MEASUREMENT	9
	Measurement of supply chain performance.	

TOTAL:45 HOURS

TEXTBOOKS:

1. Bowersox&Closs,LogisticalManagement,McGraw-HillCompanies,2017.
2. MartinChristopher,Logistics&Supplychainmanagement,2016.

REFERENCEBOOKS:

1. SunilChopraandPeterMeindl,SupplyChainmanagement- Strategy,PlanningandOperation,Pearson Education 2018.
2. Mohanty,EssentialsOfSupplyChainManagement,Jaico2018.PublishingHouse,2018

**GREEN SUPPLY CHAIN MANAGEMENT
COURSE OBJECTIVE:**

- To provide foundational knowledge associated with the green supply chain.
- To teach the implication of today's most pressing environmental issues
- To describe how the various green supply chain practices can actually save money, increase efficiency and reduce delivery time.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Explain the fundamental concepts of Green Supply Chain.
- CO-2 : Understand the Closed-loop Supply Chain.
- CO-3 : Explain the fundamental concepts of Eco-Design.
- CO-4 : Understand the various tools of Product Eco-Design.
- CO-5 : Explain the Green Procurement and Purchasing
- CO-6 : Identify the Green Supplier Development.
- CO-7 : Illustrate the 4R's.
- CO-8 : Explain the Lean Manufacturing for Green Manufacturing.
- CO-9 : Illustrate the Closing the Loop: Reverse Logistics.
- CO-10 : Explain the applications of Green Logistics and Transportation

UNIT I	INTRODUCTION	9
	Introduction–Traditional Supply Chain and Green Supply Chain– Environmental Concern and Supply Chain–Closed- loop Supply Chain–Corporate Environmental Management– Green Supply Chain (GSCM): Definition, Basic Concepts– GSCM Practices	
UNIT II	ECO-DESIGN	9
	Design for the Environment (DFE) or Eco-Design–Eco- Design and Supplier Relationships– Definitions of Eco-Design– Tools of Product Eco-Design–Involving suppliers in product eco- design: Drivers, Challenges and Successful factors	
UNIT III	GREEN PURCHASING	9
	Green Procurement and Purchasing –Definitions of green purchasing– Drivers of green purchasing –Green purchasing strategies–Green purchasing performance measurement–	

GreenSupplierDevelopmentand Collaboration.

UNIT IV GREEN MANUFACTURING 9

Green Manufacturing or Production: Evolution, Definitions –
4R's: recycling, remanufacturing, reuse and reduction – Closed-
loop Manufacturing –

ISO 14000 systems – Life Cycle Analysis

(LCA) – Lean Manufacturing for Green Manufacturing or Production.

UNIT V GREEN LOGISTICS AND TRANSPORTATION 9

Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green
Logistics – Green transportation and logistics practices –
Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics

TOTAL: 45 HOURS

TEXTBOOKS:

1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017.
2. Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge, 2018.

REFERENCE BOOKS:

1. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill publishing, 2011
2. Stuart Emmett, Vivek Sood. Green Supply Chains: An Action Manifesto by Stuart Emmett, Wiley publications, 2010

**SUPPLYCHAINANALYTICS
COURSEOBJECTIVE:**

- To provide foundational knowledge associated with the supply chain analytics
- To describe the various tools and techniques for implementation of analytics based on the supply chain drivers such as location, logistics and inventory
- To describe the various techniques for analytics based on the Multi Attribute Decision Making (MADM) and risk
- To provide the applications of analytics in supply chain

COURSEOUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Explain the fundamental concepts of Optimization.
- CO-2 : Understand the Operations Research Techniques for Analytics.
- CO-3 : Understand the implementation of analytics in location and layout.
- CO-4 : Analyze the inventory using aggregate production model.
- CO-5 : Identify the different quality models.
- CO-6 : Illustrate the quality problems for analytics.
- CO-7 : Explain the different dimensions using Analytic Hierarchy Process.
- CO-8 : Explain the different dimensions for Aggregate Production Planning (APP)
- CO-9 : Identify the type of analytics for Simulation in supply chain.
- CO-10 : Design the type of analytics for Simulation in supply chain.

UNIT I	INTRODUCTION	9
	Introduction–Overview on Supply Chain, Analytics and Supply Chain Analytics– Dashboards with relevant KPIs for Supply Chain–Optimization– Classification of optimization problems– Optimization for Analytics –Operations Research Techniques for Analytics	
UNIT II	LOCATION AND LAYOUT	9
	Plant/Warehousing Decisions–Location Methods–Location Models–Network Models– Layout Methods–Line Balancing: KPIs (Cycle time, Idle time)– Inventory Management	
UNIT III	TOTAL QUALITY MANAGEMENT	9
	Introduction–Statistical Quality Control (SQC) –Statistical Process Control (SPC)– Pareto Analysis–Histogram–Scatter Diagram–Control Charts– Process Capability Analysis: KPIs (Cp	

and Cpk)

UNIT IV PLANNING & MULTI-ATTRIBUTE DECISION MAKING 9

Capacity Planning – Measurement of Capacity: KPIs (Efficiency and Utilization) – Aggregate Production Planning (APP): Model, Techniques – Multi-Attribute Decision Making (MADM) – Analytic Hierarchy Process

UNIT V SIMULATION & DOE 9

Introduction to simulation – Type: Discrete and Continuous simulation – Simulation models – Steps in Simulation study – Simulation for Analytics – Experimental Designs (Taguchi, RSD, Mixture Design)

TOTAL: 45 HOURS

TEXTBOOKS:

1. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, 2012.
2. G.V. Shenoy, U.K. Srivastava, S.C. Sharma, Operations Research for Management, New Age International, Revised 2nd Ed, 2005.

REFERENCE BOOKS:

3. Gerad Feigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press, 2011
4. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn, 2007
5. Robert Penn Burrows, Lora Cecere, Gregory P. Hackett, The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy, AMACOM Div American Mgmt Assn, 2011

**SOURCING MANAGEMENT
COURSE OBJECTIVE:**

- To explain the strategic role of sourcing management in creating and enhancing a firm's competitive advantages
- To understand the sourcing activities, supplier management
- To learn about the global sourcing management.
- To learn about the latest trends in sourcing.

COURSE OUTCOMES:

At the end of the course, the students will be able to:

- CO-1 : Explain about the fundamental Sourcing concepts.
- CO-2 : Evaluate the selection of supplier.
- CO-3 : Explain the Global Sourcing.
- CO-4 : Explain the various Performance Measurement and Evaluation.
- CO-5 : Explain the Sourcing in Supply Chain.
- CO-6 : Explain the Components of Sourcing.
- CO-7 : Explain the Analytical Tools in Sourcing.
- CO-8 : Explain the Pricing Analyses.
- CO-9 : Explain the Sourcing Risk.
- CO-10 : Explain the new trends.

UNIT I	INTRODUCTION	9
	Sourcing–Sourcing management: Concept, Functions, Application–Supplier Evaluation and Selection (Concepts): Supplier Rating–Rating criteria–Factors	
UNIT II	GLOBAL SOURCING	9
	Introduction to Global Sourcing–Trends in Global Sourcing–Global Sourcing–Negotiation–Performance Measurement and Evaluation (Concepts and Metalcraft Case)	
UNIT III	SUPPLY CHAIN	9
	Supply Chain: The Role of Sourcing–Components–Key Process–Outsource: Various Mechanism–Third-party logistics (3PL): Service	
UNIT IV	ANALYTICAL TOOLS	9
	Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case), Pricing Analyses	

(PlasticShieldcase))–AnalyticalToolsinSourcing(ForeignExchangeCurrencyManagement,
LearningCurve,QuantityDiscountModels)–

IntegrativePacificSystemsCase(SupplierScorecard,Sourcing

Risk, Supplier Financial
Analysis)

UNITV

RISKS&TRENDS

9

SourcingRiskManagement(Concepts)–ElectronicSourcing–

SustainabilityandSourcing(Green Sourcing;Walmart-
ChinaCase)

TOTAL:45 HOURS

TEXTBOOKS:

1. SunilChopraandPeterMeindi,SupplyChainManagement–
StrategyPlanningandOperation,Pearson Education, Third Indian
Reprint, 2004.
2. Monczkaetal.,PurchasingandSupplyChainManagement,ThomsonLearning,Second
edition,SecondReprint,2002.

REFERENCEBOOKS:

1. LeeJ.krajewskiandLarryP.Ritzman,2007,OperationsManagementstrategyandanalysis,
9thEdition, Pearson Education / PrenticeHall of India, 2007.
2. Altekar RahulV, SupplyChainManagement–Conceptandcases,Prentice
HallIndia,2005.
3. OlivierBrueel,Strategic Sourcing Management:StructuralandOperationalDecision-
making
KoganPage; 1edition, 2016.

MBA (BANKING & INSURANCE)**3rd Semester**

Financial Accounting	
Objective	➤ To Comprehend the learner to understand the basics of financial accounting and to equip them with skills of using accounting tools in decision making.
Unit-I	Accounting Fundamentals: Definition – Accounting – Types of Accounting- Financial, Management and Cost accounting – Scope of Accounting – Financial Accounting Concepts – Uses of Accounting – Double Entry System – Preparation of journal and ledger, Subsidiary Books – Errors and Rectification – Bank Reconciliation Statement.
Unit-II	Accounting Statements: Trial Balance, Profit and Loss Account and Balance Sheet Preparation (Simple Problems only) – Accounting from incomplete records – Statements of affairs methods – Conversion method – Accounting Standards: Concept, Need and Level of Harmonization.
Unit-III	Banking Company Accounts- Preparation of Profit and Loss Account and Balance Sheet – Rebate on Bills Discounted – Classification of Advances – Non performing assets – Classification of Investments.
Unit-IV	Life Insurance Accounts: Preparation of final account of Life Insurance Companies, Ascertainment of profit in Life Insurance Business, Preparation of valuation balance sheet.
Unit-V	Account of General Insurance Company: Fire and Marine – Preparation of final accounts – Calculation of insurance claims – Under IRDA Act 2000
Unit-VI	Dynamic Component for Continuous Internal Assessment only: <i>Contemporary Developments Related to the Course during the Semester concerned.</i>
(Problems: 70%, Theory: 30%)	
References and Textbooks:-	
Ambrish Gupta. (2018). <i>Financial Accounting for Management: An Analytical Perspective</i> . Pearson. Gupta RL & Gupta VK. (2016). <i>Principles and Practice of Accounting</i> . Sultan Chand & Sons. Rawat, DS. (2019). <i>Accounting Standards</i> . Taxmann's Publishing House. Shukla & T.S. Grewal. (2016). <i>Advanced Accounting</i> . S. Chand & Company.	

T.S.Reddy&A.Murthy.(2012).AdvancedAccountancy.MarghamPublication s.	
Outcome	➤ The students will be able to use accounting tools to analyse the operating performance and financial position of a banking and insurance company

Course Code:632206	Introduction to Insurance	Credits: 3	Hours: 3
Objective	To facilitate the learner to understand the thrust areas in insurance and to mould the students to fit perfectly with the requirements of an ideal insurer.		
Unit-I	Insurance –Definition–Evolution of Insurance–Function of Insurance–Nature of Insurance–Benefit of Insurance to Individuals, Business Units and the Society.		
Unit-II	Classification of Insurance –Types of Life Insurance: Pure and Term–Types of General Insurance–Fire, Marine, Motor and Miscellaneous.		
Unit-III	Structure of Indian Insurance Industry – Insurance Regulatory and Development Authority (IRDA) Condition, Duties, Powers and Functions – Public Sector Insurance Companies– Private Sector Insurance Companies– Reforms in the Indian Insurance Industry.		
Unit-IV	Basic Principles of Insurance –Utmost good faith–Insurable Interest–Material Facts–Indemnity – Proximate Cause. Economic Principles of Insurance – Sharing – Subrogation–Contribution. Financial Principles of Insurance– Premium Funds– Investments–Reserves–Surplus–Valuation of Surplus.		
Unit-V	Insurance Marketing –Significance–Marketing Plan of Insurance Companies– Products and Pricing–Positioning and Promotion–Distribution Channels–Selling Process.		
Unit-VI	Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.		
<p style="text-align: center;">References and Textbooks:-</p> <p>National Insurance Academy. (2015). <i>Legal & Regulatory Aspects of Insurance</i>. Cengage Learning.</p> <p>Seth Kravitz, Lev Barinskiy and Matt Wilson. (2015). <i>Mastering Insurance Marketing: How to Make Your Agency Forward in the New Media Age</i>. Create Space.</p> <p>H. Arif Khan. (2016). <i>Theory and Practice of Insurance</i>. Kalyani Publishers. Gupta, P. K. (2016). <i>Legal Aspects of Insurance</i>, HPH.</p> <p>Mishra, M. Nand S. B. Mishra. (2016). <i>Insurance: Principles and Practice</i>. S. Chand publications. Insurance Regulatory and Development Authority–IRDA- Publications. (2017).</p> <p>Kothari and Bahl. (2017). <i>Principles and Practice of Insurance</i>. S. Chand & Sons.</p>			

Outcome	➤ The students will be in a position to understand the various aspects of insurance and to utilise the opportunities in the insurance sector .
----------------	--

		Practice of Commercial Banking		
Objective	<p>➤ To facilitate the learner to understand the concept of banking, its significance, types, functions, sectoral reforms, types of deposits, advances, customers, securities, charges and documentation by commercial banks.</p>			
Unit-I	<p>Banking – Definition – Functions of Commercial Banks – Types of Commercial Banking Systems – Indian Commercial Banking Structure – Nationalisation of Banks in India: Reasons, Achievements and Critical Evaluation – Financial Sector Reforms – Consolidation and Competition in the Indian Banking Industry – Payment Banks – Small Finance Banks.</p>			
Unit-II	<p>Deposit Mobilization by Commercial Banks – Deposit Mix – Different Types of Deposits – Factors affecting Deposit Levels – KYC guidelines Lending of Money by Banks – Principles of Sound Lending – Various Forms of Advances: Cash Credit, Overdrafts, Loans and Purchasing and Discounting of Bills – Retail Lending by Banks – Housing Loans and Personal Loans: Problems and Prospects – EMI: Concept and Computation – Subsidiary Services of Banks: Traditional Services – Contemporary Services Including Cash Management – RTGS & NEFT.</p>			
Unit-III	<p>Different Types of Customers: Individuals, Joint Account Holders, Trustees, Executors and Administrators, Joint Hindu Family, Partnership Firm, Joint Stock Companies, Clubs and Societies, and Local Authorities – Points to be considered by the Banker While Opening and Conducting Accounts in the names of such Customers.</p>			
Unit-IV	<p>Different Types of Securities – Goods – Document of Title to Goods – Life Insurance Policies – Corporate Securities – Government Securities – Real Estate – Fixed Deposit Receipts – Bullions – Policy, Procedure and Practices of Lending against these securities.</p>			
Unit-V	<p>Modes of Creating Charges – Lien – Pledge – Hypothecation – Mortgage – Assignment – Documentation in respect of various types of Borrowers against various types of Securities.</p>			
Unit-VI	<p>Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.</p>			

References and Textbooks:-

D.M. Mithani and E.Gordon.(2015).*Banking and Financial System*. Himalaya Publishing House.Dr. Prem Kumar Srivastava. (2016). *Banking Theory & Practice*. Himalaya Publishing House.IndianInstituteofBanking&Finance.(2017).*AdvancedBankManagement*.MacMillanIndiaLtd.

M.J.Aslam.(2015).*LegalAspects of Bank Lending*.Asia LawHouse.

M.L.Tannan.(2014).*Banking Law and Practice in India*.EasternBookCompany.N.S.Toor.(2016).*HandBook for Banking Information*.SkylarkPublications.

RobertE.Wright&VincenzoQuadrini.(2015).*Money and Banking*.FlatWorldKnowledge.

VarshneyandSundaram.(2017).*Banking Theory Law and Practice*.SultanChand & Sons.

Outcome

➤ After learning the course, the learners will gain a comprehensive knowledge on the theoretical and practical aspects of commercial banking which will shape them as successful future bankers.

Rural Banking	
Objective	➤ To facilitate the learner to understand the features of the Indian rural economy and the role of banks in financing for rural development.
Unit-I	Features of the Indian Rural Economy: Demographic features: Population, occupation and literacy – Economic features: Share in national income, trends in per capita income, rural indebtedness, BPL – Rural poverty: Causes and methods of measuring rural poverty – Socio-economic development indicators: health and nutrition status, urbanisation.
Unit-II	Institutional Sources of Rural Finance: Cooperative Banks, Commercial Banks, Regional Rural Banks and Local Area Banks, Payment and Small Finance Banks: Their functions, Clientele, Progress and Problems – Role of Micro Finance Institutions (MFIs), Business Correspondents/Facilitators.
Unit-III	Institutional supporting Rural Development: Reserve Bank of India – National Bank for Agriculture and Rural Development – Small Industries Development Bank of India – District Industries Centre – District Rural Development Agency (DRDA): Their role and performance – Problems and prospects of Rural Banking.
Unit-IV	Financing for Rural Development: Lead Bank Scheme: State level and District level Credit Committees – Financing Agriculture and allied activities: Crop loans, Term loans for irrigation, Farm mechanization, Godowns/Cold storage, Allied activities of agriculture: Their Assessment and Sanction of loans – MSME sector: Definition and importance, Financing of MSMEs.
Unit-V	Priority Sector Lending and Government Initiatives: Priority Sector Lending – Components, Lending norms, RBI guidelines – Financing poor as Bankable Opportunities: Micro Credit – SHG Bank Linkage programme – Government initiatives: Poverty Alleviation Programmes: Swarnajathi Gram Swarozgar Yojana (SGSY) – National Rural Livelihood Mission (NRLM) – Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) – Jan Dhan Yojana – Recent initiatives.
Unit-VI	Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.

References and Textbooks:-

Indian Institute of Banking and Finance. (2015). *Inclusive Banking through Business Correspondents*

- A tool for PMJDY (in English). New Delhi. Taxmann Publications (P) Ltd.

Indian Institute of Banking and Finance. (2017). *Rural Banking Operations*. New Delhi. Taxmann Publications

(P) Ltd.

Indian Institute of Banking and Finance. (2017). *Handbook on Debt Recovery (in English)*. New Delhi. Taxmann

Publications (P) Ltd.

Indian Institute of Banking and Finance. (2018). *Rural Banking*. Mumbai. Macmillan Publishers India Private

Limited.

Indian Institute of Banking and Finance. (2018). *Banker's Handbook on Credit Management*. New Delhi. Taxmann

Publications (P) Ltd.

Indian Institute of Banking and Finance. (2018). *Inclusive Banking through Business Correspondents*.

New Delhi. Taxmann Publications (P) Ltd.

Outcome	<ul style="list-style-type: none"> ➤ Learners can understand the existing conditions of rural economy and rural banking scenario in our country which will facilitate them to contribute adequately for the development of Indian rural economy as a professional banker.
----------------	--

Semester-III	
International Banking and Finance	
Objectives	<ul style="list-style-type: none"> ➤ To facilitate the learners to understand the concept of international banking, the international banking operations of Indian banks, the international banking systems. ➤ To make the learner understand the nuances of international finance.
Unit-I	International Banking: Definition–Meaning–Significance–Origin–functions– Global trends and developments– International Financial Centres– Offshore Banking Units (OBUs)- Special Economic Zones (SEZs)– Profitability of international banking operations– Correspondent Banking.
Unit-II	International Banking Systems: Banking practices of European Banks – Japanese Banking System – American Banking System – British Banking System – Swiss Banking Practices– Basell, Basell and Basell guidelines– London Inter-Bank Offered Rate (LIBOR)– Portfolio Operations of global banking.
Unit-III	International Financial Institutions: International Monetary Fund (IMF):–Need– Objectives – Functions-Operational Performance-International Bank for Reconstruction and Development (IBRD):- Need–Objectives–Functions– Operational Performance – International Development Association (IDA): - Need – Objectives–Functions–Operational Performance– International Finance Corporation (IFC):-Need–Objectives– Functions– Operational Performance– Asian Development Bank–Need–Objectives–Functions– Operational Performance– Bank for International Settlements– Functions.
Unit-IV	International Finance: Meaning–Nature and scope– International Financial System – Brettonwoods Conference and afterwards – European Monetary system – International Financial Markets – Creation of Euro – Emergence of Euro-currency markets- Fundamental principles of lending to NCs, documentation and monitoring –Global Capital Markets.

Unit-V	<p>International Financial Instruments: International equities – Global Depository Receipts (GDRs) – American Depository Receipts (ADRs) - Euro Bonds – Foreign Currency Convertible Bonds – Euro- currency Deposits – International loan syndication – Other innovative instruments.</p>
Unit-VI	<p>Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.</p>
<p>References and Textbooks:- Annual Reports of IMF & ADB. (2017). Alan C. Shapiro. (2016). <i>International Financial Management</i>, New Delhi. Prentice Hall of India. Indian Institute of Banking & Finance. (2015). <i>International Banking</i>. New Delhi. Mac millan Publishers. K. C. Shekar and Lakshmy Shekhar. (2018). <i>Indian Banking System</i>. New Delhi. Vikas Publishing House Private Ltd. V. Sharan. (2017). <i>International Financial Management</i>. New Delhi. Prentice Hall of India. 4th edition.</p>	

Outcome	The learners after studying the course will gain a comprehensive knowledge on international banking and finance.
----------------	--

SunRise University

CourseCode:632 204	BankingL aw	Credits: 3	Hours:4
Objective	<p>➤ To comprehend the learners about various legal and regulatory aspects of banking operations with special focus on Banking Regulation Act, Negotiable Instruments Act, Recovery of Debts due to Banks and Financial Institution Act 1993, Prevention of Money Laundering Act and SARF AESI Act.</p>		
Unit-I	<p>Legal Framework of Regulation of Banks: Business of Banking – Constitution of Banks – Reserve Bank of India as Central Banks – Reserve Bank of India as Central Bank and regulator of banks – Government as regulator of banks – Regulation by other authorities – SEBI, IRDA – Control over cooperative banks.</p>		
Unit-II	<p>Control over Organization of Banks: Licensing of Banking Companies – Branch licensing – Branch authorization policy – paid up capital and reserves – Shareholding in banking companies – Subsidiaries of banking companies – Board of Directors – Chairperson of banking companies – Appointment of additional directors – Restrictions on employment – Control over management – Corporate Governance – Directors and Corporate Governance.</p>		
Unit-III	<p>Regulation of Banking Business: RBI's power to issue Directions – Acceptance of Deposits – Nomination – Loans and Advances – Regulation of interest rate – Regulation of Payments system – Regulation of money market instruments – Banking Ombudsman – Reserve Funds – Maintenance of cash Reserve – Maintenance of liquid assets.</p>		
Unit-IV	<p>Legal aspects of Banking Operations: Obligations of a banker: Obligation to maintain Secrecy of customer's account – Obligation to honour cheques – Rights of a banker: Right of Lien – Right of Set off – Right of Appropriation – Right to receive interest and incidental charges – Paying Banker: Rights, Responsibilities and liabilities – Payment in due course – Collecting Banker: Duties and Responsibilities – Statutory Protection to the Collecting bank – Laws relating to Bill finance – Law relating to Securities and modes of creating charges: Mortgage – Pledge – Hypothecation.</p>		
Unit-V	<p>Banking Related Laws: Law of Limitation – Recovery of Debts due to Banks and Financial Institutions Act, 1993 – Prevention of Money Laundering Act, 2002 – Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act, 2002 – Major provisions.</p>		
Unit-VI	<p>Dynamic Component for Continuous Internal Assessment only: <i>Contemporary Developments Related to the Course during the Semester concerned.</i></p>		

References and Textbooks:-

- R.K.Gupta. (2012). *Banking Law and Practice*. Modern Law Publications. P.N.Varshney.(2013).*Banking Law and practice*. New Delhi. Sultan Chand & Sons.
- Sundaram and Varshney.(2014).*Banking Theory Law and Practice*. New Delhi. Sultan Chand & Sons.
- R.N.Chaudhary.(2015).*Bank Laws*. Central Law Publications.
- R.K.Bangia. (2015). *Banking Law and Negotiable Instruments*. Allahabad Law Agency. M.L.Tanna revised by C.R.Datta & S.K.Kataria.(2016).*Banking Law and Practice*. New Delhi. Taxmann Publications.
- E.Gorden & Natarajan.(2016).*Banking Theory, Law and Practice*. Bengaluru. Himalaya Publishing House.
- Dr.Anjani Kant.(2016).*Lectures on Banking Law for Law students*. Allahabad. Central Law Publications.
- Institute of Banking and Finance.(2018).*Legal and Regulatory aspects of Banking*. Mumbai. Macmillan Publishers India Limited,

Indian Institute of Banking and Finance. (2018). <i>Principles and Practices of Banking</i> . Mumbai. Macmillan Publishers India Limited.	
Outcome	➤ The learners will be able to gain comprehensive knowledge about various legal enactments on banking which will help them to improve their professional competence.

SunRise University

Risk Management in Banking & Insurance	
Objective	<p>➤ To enable the student to understand the concept of risk management and its importance in the globalised environment in general and the risk management practices adopted by commercial banks and insurance companies in particular.</p>
Unit-I	<p>The Concept and Definition of Risk – Risk and Uncertainty – Nature of Risk – Sources of Risk – The Cost of Risks – Handling Risks – Need for Risk Management – Objectives of Risk Management – Benefits of Risk Management – Nature of Risk Management – Development of Risk Management.</p>
Unit-II	<p>Measurement and Management of Risks in Banks – Measurement of Credit Risk – Measurement of Market Risk – Measurement of Interest Rate Risk for Asset Liability Management – Measurement of Operational Risk – Management of Credit Risk, Market Risk, Interest Rate Risk and Operational Risk – Specific Issues in Risk Management.</p>
Unit-III	<p>Tools for Risk Management in Banks – Derivatives – Bull Spreads – Neutral and Volatile Strategies – Delta Neutral Strategies – Swaps – Credit Derivatives – Credit Ratings – Regulatory & Supervisory Framework for Risk Management – Basel II & Basel III: RBI guidelines on Risk Management – Counterparty credit risk – Role of clearing corporation of India Ltd (CCIL)</p>
Unit-IV	<p>Measurement and Management of Risks in Insurance – Risk Identification and Evaluation – Sources of Risk – Exposures to Risk – Framework for Potential Risk Identification – Hazard and Loss Analysis – Risk Evaluation – Direct and Indirect Losses – Hidden Cost of Accidents – Risk Profiling – Risk Assessment – Statistical Methods and Probability Concept.</p>
Unit-V	<p>Risk Control Tools and Techniques in Insurance – Risk Avoidance – Risk Reduction – Prevention of Loss – Loss Control – Risk Financing – Risk Retention – Risk Transfer – Risk Management Policy.</p>
Unit-VI	<p>Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.</p>
<p>References and Textbooks:-</p> <p>Christopher L. Culp. (2018). <i>Credit Default swaps</i>. Palgrave Macmillan Publishers. Kindle Edition. E. Rejda Geporge. (2018). <i>Principles of Risk Management and Insurance</i>. Pearson Publications. Hamington Niehaus. (2015). <i>Risk Management of Insurance</i>. Mumbai. McGraw Hill Publications. Indian Institute of Banking & Finance. (2016). <i>Risk Management</i>. Mumbai.</p>	

<p>i. Macmillan Publications. Indian Institute of Banking & Finance. (2017). <i>Banker's Handbook on Credit Management</i>. New Delhi. Taxmann Publications (P) Ltd.</p> <p>Vivek & P. N. Asthana. (2017). <i>Financial Risk Management</i>. Himalaya Publications.</p>	
Outcome	<p>➤ To make the learner to develop a comprehensive and practical knowledge in the emerging field of risk management in Banks and Insurance organizations and which will facilitate them to face the challenges of risk management in the industries easily.</p>

Digital Banking	
Objectives	<ul style="list-style-type: none"> ➤ Have an insight into the rudiments of digital banking and understand the fundamentals of computerisation, LAN, WAN, UPS and Core Banking system. ➤ Be proficient in the operational aspects of ATMs, Electromagnetic cards, Electronic cheque and Electronic cash. ➤ Be adept at the usage of SWIFT, ECS, NEFT, RTGS and Digital signature, Identify the risks in technology usage and assimilate ideas about risk control mechanism.
Unit-I	<p>Digital Banking – Meaning – Evolution – Channels of Digital Banking: ATMs, Mobile Banking, Internet Banking, Cards, Cash Deposit Machines, Cash Recyclers, Prepaid instruments, Point of Sale Terminals, Kiosks, Mobile Wallets and Digital lockers – Significance of Digital Banking in the Demonetized Era – Digital Banking as an enabler for financial inclusion – Marketing of Digital Banking products.</p>
Unit-II	<p>Infrastructure for Digital Banking: Bank computerization – LAN – Topology – Protocols – WAN – Core Banking Systems – Signature Storage and Retrieval System – INFINET – SWIFT – HR Competencies and Capacity building – Customer Education on digital Channels.</p>
Unit-III	<p>Mobile Banking: Access Channels such as Interactive Voice Responses (IVR), Short Messaging Services (SMS), Wireless Access Protocol (WAP) sites, Unstructured Supplementary Service Data (USSD), Mobile Banking Applications – Regulatory Framework for Mobile Banking – Internet Banking – Models of Internet Banking: Segments of Internet banking – IoT enabled banking.</p>
Unit-IV	<p>Digital Payments System: Overview of Domestic Payment System - Role of NPCI – Rupay Cards – IMPS – National Unified USSD platform – Unified Payment Interface – National Automated Clearing House (NACH) – SWITCH - Aadhaar Enabled Payment System (AEPS) – ECS – RTGS – NEFT – Digital Settlement platforms.</p>
Unit-V	<p>Challenges in Digital Banking: Operational Risk – Solvency and Liquidity Risk – Channel specific risks – Issues of data integrity, authentication and trust – Cyber defence measures of banks – Regulatory framework for managing risks in digital banking.</p>
Unit-VI	<p>Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.</p>

<p>References and Textbooks:-</p> <p>Andre and Vander Westhuizen. (2014). <i>Digital Channels- Why do Programmes fail?</i> Andre Vander Westhuizen.</p> <p>Chris Skinner. (2017). <i>Digital Bank Strategies to launch or become a digital bank.</i> Embassy Books. Dan Schatt</p> <p>. (2015). <i>Virtual banking: A guide to innovation and partnering.</i> Audio Studios.</p> <p>Indian Institute of Banking and Finance. (2016). <i>Digital Banking.</i> New Delhi. Taxmann Publications. Nishi Sharma. (2013). <i>E-Banking in India: Issues and Concerns.</i> LAP LAMBERT Academic Publishing.</p> <p>Raj. K. Singh. (2016). <i>Digital the new normal for banks.</i> Adhyan Publications.</p> <p>Vikas Taneja and Sakshi Parashar. (2011). <i>E-banking and E-Commerce.</i> Alfa Publications.</p>	
<p>Outcomes</p>	<ul style="list-style-type: none"> ➤ Become tech savvy practitioners and recognize the role of digital banking in the modern era. ➤ Understand the different aspects of computerization in banks and competent to handle ATM s, Electromagnetic cards, E-purse etc., professionally. ➤ Make use of ECS, NEFT and RTGS as payment gateways and realise the threats in digital banking.

Life Assurance	
Objectives	<p>➤ To make the learner stand to understand the concept of life assurance, its principles, methods of underwriting, the contents of the policy document, the concept of assignment, nomination, loans and surrender of policies and the policy claims.</p>
Unit-I	<p>Life Assurance-Fundamental Principles of Life Assurance- Available Life Assurance Plans in the Indian Market-Distribution channel of Life Assurance- The National and International dimension of distribution system- Life Assurance Penetration in Indian Market.</p>
Unit-II	<p>Underwriting Policy- Need for underwriting- Factors affecting rates of mortality- Methods of Underwriting: Rating upage- Numerical Rating Method- Source of underwriting data: Proposal, Personal statement, medical reports, age proof, special examination and test reports, reports by Agents and Field Staff- Nonmedical insurance.</p>
Unit-III	<p>Policy document format-Need-Policy preamble-schedule- Attestation- Condition, Privileges-Alteration-Duplicate Policy- Calculation of premium- Premium payment. Lapsation of the policy: Concept, causes, consequences of lapsation, suggestion to improve the lapsed conditions, Revival methods of lapsed life insurance policies.</p>
Unit-IV	<p>Assignment- Nomination- Surrenders- Non-forfeiture Options -Foreclosure - Calculation of surrender value- Insurance Repository services.</p>
Unit-V	<p>Policy Claims: Meaning of claim-Nature of claims and requirements in the settlement of claims- Role of information technology in claim settlement- Role of Central Government, Ombudsman, IRDA, Customer Protection Act in claims settlement. Claims concession- Presumption of Death- Accident benefit- Disability benefit- Post maturity options- Valuations and Surplus.</p>
Unit-VI	<p style="text-align: center;">Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.</p>

References and Textbooks:-

Committee of Chartered Accountants of India. (2016). *Principles and Practice of Life Insurance*.

New Delhi. ICAI publication.

Insurance Institute of India. (2017). *Practice of Life Insurance*. Mumbai. I.I.I. publication.

M.N. Mishra, S.B. Mishra. (2017). *Insurance Principles and Practices*. S. Chand publishers, New Delhi, 2017.

Periasamy. P. (2014). *Principles & Practice of Insurance*. Himalaya Publishing House. Prof. S. L. Gupta

and Alkamittal. (2016). *Principles of Insurance & Risk Management*.

Sultan Chand & Sons.

(2016). *IUP on Life Insurance in India: Trends and Development* (Insurance series). ICF AI University

press.

Outcome

➤ The students will develop a comprehensive knowledge on the various aspects of life insurance which will shape them as successful future insurers.

Foreign Exchange	
Objectives	<p>➤ To facilitate the learner to understand the significance of Foreign Exchange management and the steps being taken by the Reserve Bank of India and the Government of India towards this objective and to comprehend the role of RBI, Commercial Banks, EXIM Bank and ECGC in the process of exchange risk management.</p>
Unit-I	<p>International Trade: Meaning – Significance – Balance of Trade – Balance of Payments: Objectives and methods - Foreign Exchange : Meaning – Administration of Foreign Exchange – Functions of the Foreign Exchange Department of a Commercial Bank – Correspondent Relationship between banks – Foreign Currency Accounts: Nostro, Vostro and Loro Accounts.</p>
Unit-II	<p>Foreign Exchange Transactions: Purchase and Sale Transactions, Exchange Quotations, Spot and Forward Transactions – Ready Exchange Rates: Principal Types of Buying and Selling Rates – Forward Exchange Contracts: Features – Types: Fixed and Option Forward contracts – Interbank Deals: Cover Deals, Swap Deals, Arbitrage Operations, Trading and Funding of Nostro Account.</p>
Unit-III	<p>Exchange Dealings: Dealings Position: Exchange position and Cash position – Accounting and Reporting of Foreign Exchange transactions – Foreign Exchange Markets: Features, participants and settlement of transactions – Currency Exchange Risks and their Management – Foreign Exchange Management Act, 1999 and its philosophy.</p>
Unit-IV	<p>Financing Exports: Role of Commercial Banks: Pre-shipment Credit and Post-shipment Credit – Financing Imports : Letter of Credit : Concept, Mechanism, Types, Merits and Demerits and Procedure for Opening a Letter of Credit – Payment of Import Bills – Foreign Inward Bills for Collection.</p>
Unit-V	<p>Export Import Bank of India: Lending to Indian Exporters, Lending to Foreign Governments and Companies, Loans to Commercial Banks in India and Non-lending services – Export Credit Guarantee Corporation of India Ltd: Standard Policies, Specific Policies and Guarantee to Banks.</p>
Unit-VI	<p>Dynamic Component for Continuous Internal Assessment only: <i>Contemporary Developments Related to the Course during the Semester concerned.</i></p>

References and Textbooks:-

Bimal Jaiswal. (2017). *International Trade*. New Delhi. New Age International Private Limited.

C. Jeevanandam. (2013). *Foreign Exchange and Risk Management*. New Delhi. Sultan Chand & Sons. Indian Institute of Banking and Finance. (2017). *International Trade Finance*. New Delhi. Taxmann Publications.

Indian Institute of Banking and Finance. (2017). *International Banking Operations*. Mumbai. Macmillan Publishers India Private Limited.

Indian Institute of Banking and Finance. (2017). *Foreign Exchange Facilities for Individuals*. Mumbai. Macmillan Publishers India Private Limited.

Paul Krugman, Maurice Obstfeld and Marc Melitz. (2017). *International Trade Theory and Policy*. London. Pearson Education.

Outcome

➤ The students will be in a position to gain comprehensive and practical knowledge about exchange risk management and the role of different institutions associated with that process.

Credit Management	
Objectives	<ul style="list-style-type: none"> ➤ Equipping the learners with the pragmatic knowledge of different aspects of credit Management. ➤ Grooming them as successful lenders by imparting the skills of loan Appraisal, disbursement and follow up of credit.
Unit-I	Credit Management: Meaning – Principles – Managing Credit to meet Capital Adequacy Ratio – Managing Risks in Lending – RBI guidelines on credit Risk Management – Role of Information Technology in Credit Management – Marketing of Credit – Developing the lending banker.
Unit-II	Credit Delivery System in Banks: Forms of Advances Cash Credit, Overdraft, Bills financing and Term loans – Priority Sector Lending: Composition – Targets – Issues / Problems – Recent developments – Financial Inclusion – Agriculture/MSME financing – Retail Credit – Assessment of working capital requirements.
Unit-III	Project Financing: Bankable Projects – Project report Preparation – Credit Appraisal – Financial Appraisal – Technical Appraisal – Economic Appraisal – Commercial Appraisal – Structuring a credit proposal – Credit Rating: Meaning, Objectives and Benefits – Rating Methodology – Credit Scoring – Role of CIBIL.
Unit-IV	Documentation: Meaning – Importance – Types of documents – Requisites of documentation – Selection of documents – Stamping of documents – Process of documentation – Law of Limitation.
Unit-V	Monitoring, Supervision / follow up of advances: Goals of monitoring – Methods of Monitoring – Warning Signals of early problem credit – Non Performing Assets – Legal measures of recovery – Non Legal measures of recovery – RBI's Scheme for Sustainable Structuring of Stressed Assets (S4A scheme) – Process of rehabilitation of sick units.
Unit-VI	Dynamic Component for Continuous Internal Assessment only: <i>Contemporary Developments Related to the Course during the Semester concerned.</i>

References and Textbooks:-

D.D.Mukherjee.(2015). *Credit Monitoring, Legal aspects and recovery of bank loan*.
Mumbai. Snow White publishers.

D.D.Mukherjee.(2015). *Handson Credit-Doing it yourself*. Mumbai. Snow White Publications.

D.D.Mukherjee.(2016). *Credit Appraisal, Risk Analysis and Decision Making*. Mumbai. Snow White Publishers.

G.S.Popli and S.K.Puri.(2013). *Strategic Credit Management in banks*. New Delhi. PH Learning.

G.Vijayaraghavan.(2013). *Bank Credit Management-Text and cases*. Himalaya Publishing House. Hrishikes Bhattacharya.(2011). *Banking Strategy, Credit Appraisal and lending decisions: A Risk-Return framework*. Oxford Publisher.

Institute of Banking and Finance.(2017). *Banker's Handbook on Credit Management*. Mumbai. Macmillan Publishers India Limited.

John Kay.(2013). *Other People's money- Masters of universe or servants of the people?* Profile Publisher

K.Vaidyanathan.(2013). *Credit risk management for Indian Banks*. California. Sage Publishing.

N.S.Toor.(2017). *Analysis of Balancesheet*. New Delhi. Skylark Publications.

N.S.Toor.(2017). *Bank Credit Management- A practical Approach*. New Delhi. Skylark Publications.

S.Murali and K.R.Subbakrishna.(2019). *Bank Credit Management*. Himalaya Publishing House.

Outcomes

- Able to evaluate the loan proposal properly and fine tune to assess the credit needs of the borrowers.
- Exposed to the intricacies involved in the management of NPA in banks.

General Insurance	
Objectives	To help students understand general Insurance Market in India and to examine the issues related to risk management in view of insurance.
Unit-I	Introduction to General Insurance: History of General Insurance - The Insurance Market - Insurance Intermediaries - Insurance Intermediaries in Overseas Markets - Loss Prevention Association of India (LPA) - Insurance legislations: General Insurance Business Nationalization Act, 1972 - The Insurance Act, 1938 - Insurance Regulatory Authority - Insurance Regulatory and Development Authority - Other legislations governing insurance business in India.
Unit-II	Insurance Forms: Proposal forms - Cover notes - Certificate of insurance - Policy forms - Endorsements - Interpretation of policies - Co-insurance - Renewal notice - General Insurance policy provisions and conditions.
Unit-III	Property and Casualty Insurance – I: Fire Insurance - Principles of Fire Insurance Contract - Scope And Coverage Under a Standard Fire And Special Perils Policy - Types Of Fire Policies - Fire Claims - Termination of Fire Insurance Policy – Marine Insurance: Principles - Marine Insurance Act, 1963 - Marine Insurance Coverage - Types of Losses - Types Of Marine Policies: Hull, Cargo, Freight – Warranties - Claims - Preliminary procedures for claims - Investigation and Assessment of claims - Settlement of claims – Role of surveyor – Re-Insurance.
Unit-IV	Property and Casualty Insurance – II: Motor Insurance – Principles – Types of Motor Vehicles - Motor Vehicle and Road traffic (Amendment) Bill 2017. Motor Policies – Standard form for Liability Only Policy – Liability to Third Parties - Package Policies for Private Cars and Two Wheelers – Policies for Commercial Vehicles . Claims – Own Damage Claims: Preliminary Assessment – Settlement Claim Discount – Types of Loss. Third Party Liability Claims: Procedure – Proof of Negligence – General Damage for Death and Disability: Disability in non Fatal Accidents. Motor Accident Claims Tribunal – Judgments of Criminal Courts – Motor Insurance Claims – Minimization Measures and Loss Control Programme.
Unit-V	Miscellaneous Insurance: Engineering Insurance - Crop insurance - Aviation Insurance - Personal Accident Insurance - Travel Insurance - Overseas Travel Insurance - Golfer's Insurance - Crime Insurance - Burglary Insurance - Baggage Insurance - Bankers' Indemnity Insurance - Plate Glass Insurance - Fidelity Guarantee Insurance - Arbitration.
Unit-VI	Dynamic Component for Continuous Internal Assessment only: Contemporary

	<i>Developments Related to the Course during the Semester concerned.</i>
	<p style="text-align: center;">References and Textbooks:-</p> <p>Alka Mittal and Prof. S.L. Gupta, Sultan. (2013). <i>Principles of Insurance & Risk Management</i>. Cha nd & Sons Insurance Institute of India. (2010). <i>IC45- General Insurance Underwriting</i>. Mumbai. Insurance Institute of India. (2010). <i>IC72- Motor Insurance</i>. Mumbai. Insurance Institute of India. (2015). <i>IC 32- Practice of General Insurance</i>. Mumbai. Insurance Institute of India. (2015). <i>IC70- Marine Hull Insurance Underwriting and Claims</i>. Kannan & Vijayaragavan. (2016). <i>Motor Vehicle Law</i>. Lexis Nexis Publishing house M.N. Mishra, S.B. Mishra. (2016). <i>Insurance Principles and Practices</i>. S. Chan d. New Delhi. P. Periasamy. (2017). <i>Principles & Practice of Insurance</i>. Himalaya Publi shing House.</p>
Outcome	<p>➤ The students will be in a position to understand the various aspects of insurance and to utilise the opportunities in the insurance sector.</p>

Financial Services	
Objective	<p>➤ To introduce the spectrum of services offered in the financial market to the students of bank management and enable them to understand the intricacies of such services.</p>
Unit-I	<p>Financial services: Importance – Scope – Characteristics – Types – Financial Services Market: Concept – Constituents viz., Market Players, Instruments, Specialized Institutions, Regulatory Bodies – Growth of Financial Services in India – Problems.</p>
Unit-II	<p>Merchant Banking: Meaning – Functions: Capital Structure Decisions, Issue Management, Underwriting, Credit syndication, Mergers and Amalgamations – Growth of merchant banking in India – Role of SEBI in regulating merchant bankers. Capital Market in India – Components- Role of National and Regional Stock Exchanges – Depository Services.</p>
Unit-III	<p>Mutual Funds: – Products/Schemes – Mutual Funds in India – SEBI's Guidelines on Management of Mutual Funds in India – Functions of Asset Management Companies (AMCs) – Working Mechanism of AMCs – Performance of Mutual Funds in India – Role of Association of Mutual Funds Industry (AMFI) – Real Estate Financing: Model of Housing Projects – Real Estate Finance Institutions – Refinance – Issues associated with real estate financing – Growth Factors.</p>
Unit-IV	<p>Leasing: Meaning – Features – Types – Advantages – Limitations – Hire Purchase Finance – Concept – Rights of Hirer – Lease Financing Vs. Hire Purchase Financing – Methods of Interest Calculation – Methods of Reporting. Bill Financing: Definition – Features – Steps – Advantages. Factoring: Meaning – Mechanism – Types – Advantages. Forfaiting: Meaning – Mechanism – Factoring Vs. Forfaiting.</p>
Unit-V	<p>Securitisation: Meaning – Mechanism – Advantages – Credit Cards: Meaning – Features – Types – Advantages – Credit Cards Vs Debit Cards – Consumer Finance: Meaning – Sources – Mechanism – Problems – Venture Capital: Definition – Features – Stages of Venture Capital Financing – Future Scenario – Credit Rating: Meaning – Importance – Mechanism – Rating Methodology – Credit Rating Agencies in India.</p>
Unit-VI	<p style="text-align: center;">Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.</p>

References and Textbooks:-

Batra G. Sand Deep. (2017). *Financial Services and Markets*. New Delhi. Deep Publications Pvt. Ltd.

Gurusamy. S. (2017). *Merchant Banking and Financial Services*. Tata McGraw Hill Publications. 2nd

Edition.

Gordon & Natarajan. (2018). *Financial Markets and Services*. Himalaya Publishing House.

Khan, M. Y. (2018). *Financial Services*. New Delhi. Tata McGraw-Hill Education (India)

Private Ltd.

<p>Outcome</p>	<p>➤ The learners will be able to understand the role, significance and problems of the financial service industry thoroughly and to use the knowledge gained to solve the practical problems.</p>
-----------------------	--

		Marketing of Banking Services		
Objective	➤ To enable the student to learn the concepts of bank marketing, its relevance and impact on customer service and various components of marketing mix.			
Unit-I	Introduction to Marketing – Relevance of Marketing in Banking – Marketing Mix – Marketing Plan: Bank's Business Objectives – Marketing Audit – SWOT Analysis – Marketing Objectives and Marketing Strategies.			
Unit-II	Place – Suitable Location for a Bank Branch – Branch Layout – Branch Expansion Policy in India – Anywhere Banking – Onsite and Offsite Automatic Teller Machines – Mechanism of Operations – Advantages to Users and Banks – Are ATMs Substitute to branches? – Role of Price in Bank Marketing – Administered vs. Deregulated Interest Rates – Factors influencing the Rates of Interest – Service Charges – Role of the Indian Banks' Association.			
Unit-III	What is 'product' in banking? Need for new Products – Process of Product Development – Constraints – Product Management – Desirable Product Mix – Technology based Products in Banking – Bancassurance – Branding of Banking Products – Globalising Banking Products.			
Unit-IV	Promotion – Personal Promotional Efforts – Direct marketing – Direct Selling Agents – Public Relations – Social Banking – Customer Relationship Management (CRM) – Customers' Meets – Customer complaints – Banking Ombudsman Scheme – Advertising – Publicity – Media Support – Good Promotional Mix – Marketing Research.			
Unit-V	Procedure – Impact of Bank Procedure – Need for Simplification and Streamlining of Procedure, People – Marketing Department of a Bank – Marketing at the Branch level – Recruitment, Selection, Training and Development of Marketing Personnel – Opportunities and Challenges for Banks in Marketing.			
Unit-VI	Dynamic Component for Continuous Internal Assessment onl <i>y: Contemporary</i> <i>Developments Related to the Course during the Semester conce</i> <i>rned.</i>			
References and Textbooks:-				
Bapat Dhananjay. (2018). <i>Marketing of Financial Services</i> . Wiley Publications. Hooman Estelami. (2012). <i>Marketing of Financial Services</i> . Bertrams Publicati ons. K. Ramamohan Rao. (2018). <i>Services Marketing</i> . Pearson Public ation. Valarie Zeihthamal. (2018). <i>Services Marketing</i> . Mcgraw Hill Publications. Wirtz Jochen & others. (2018). <i>Services Marketing</i> . Pea rson Publication.				

Outcome	➤ The learners are expected to develop a comprehensive and updated knowledge in the emerging area of Bank Marketing to become a successful future marketer of bank products.
----------------	--