



# **PRIST SCHOOL OF BUSINESS PRIST UNIVERSITY THANJAVUR**



**MASTER OF BUSINESS ADMINISTRATION**

**CURRICULUM**

**(2017 onwards)**



PONNAIAH RAMAJAYAM INSTITUTE OF SCIENCE AND TECHNOLOGY (PRIST)  
(Institution Deemed to be University U/S 3 of UGC Act 1956)

MASTER OF BUSINESS ADMINISTRATION (MBA)  
CURRICULUM (2017 ONWARDS)

PROGRAM EDUCATIONAL OBJECTIVES

- Graduates will have innovation skills and drive the businesses through multifaceted skills.
- Graduates will provide advancement of conceptual and practical knowledge in the field of business management to contribute to nation building while upholding ethical practices.

PROGRAM OUTCOMES

- Demonstrate the knowledge of management science to solve complex corporate problems using limited resources
- Research literature and identify and analyze management research problems.
- Identify business opportunities, design and implement innovations in work space.
- Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
- Apply ethical principles for making judicious managerial decisions.
- Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
- Communicate effectively with various stakeholders
- Engage in independent and life-long learning .

PROGRAM SPECIFIC OUTCOMES

- This MBA Programme aims at developing qualified future managers with proper education, training, research and consultancy orientations.
- It aims at grooming budding business professionals into true management leaders by imparting quality education, training them to challenge the convention and think innovatively.
- Emanate Leadership, Creativity, Attitude, Skills, Passions and Learning from its every corner to cast its rays towards empowering business excellence in the Industry and academia.
- Understand the application of theoretical studies into the real time application based approaches through Case based study, Internship and on-job training method.
- Understand on the problem-solving and strategic planning ability, enhancing the analytical skills and the ability to cope with demands and challenges.
- Assist students to pursue further higher studies and research based studies.

**COURSE OUTCOMES**

<b>Sl. No.</b>	<b>Semester</b>	<b>Course Title</b>	<b>Course Outcomes</b>
1.1	I	Management Concepts	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
1.2		Organizational Behaviour	To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.
1.3		Accounting For Managers	To acquaint the students with the fundamental principles of financial, cost & Management Accounting. Enable the students to take decisions using management accounting tools and to exposes the students to various concepts and principles of accounting for making efficient decisions.
1.4		Economics for Managers	To make the students aware of the various economic theories and principles - To equip them with the required tools and techniques for improving their decisionmaking skills.
1.5		Legal Aspects of Business	To create the knowledge of Legal perspective and its practices to improvise the business.
1.6		Statistics for Managers	This course mainly deals with the use of Statistical concepts in the resolution of managerial decision problems. As such the course will deal not only with some of the theoretical concepts in Statistics but will also be concerned with their application.
1.7		Managerial Skill Development - Lab	This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviours and ultimately preparing them for corporate roles.
2.1		Financial Management	Facilitate student to understand the operational nuances of a Finance Manager Comprehend the technique of making decisions related to finance function
2.2		Human Resource Management	To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and

			compliance with human resource requirements.
2.3	II	Marketing Management	To understand fundamental concepts of Marketing in Modern Marketing Practices
2.4		Production and Operation Management	To provide a broad introduction to the field production and operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.
2.5		Research Methodology	To introduce the basic concepts of Research Methodology. To familiarize students with research process, conducting of research and research design. Helps to develop analytical skills of business research; to develop the skills for scientific communications.
2.6		Strategic Management	To provide an integrated view of the functional areas and to acquaint the students with the strategic management process. Focuses to critically examine the management of the entire enterprise from the Top Management view points.
2.7		Data Analysis Lab	The course aims is to understand MS Excel for applying statistical tools.
2.8		Participation in Bounded Research	
3.1	III	International Business Environment	To familiarise the students to the basic concepts of international business management
3.2		Operation Research	To learn the concepts of operations research applied in business decision making using Operations Research Models. To facilitate the students to find out optimal solution for transportation and assignment problems and to empower to equip with the skills of decision making using quantitative techniques
3.3		Participation in Scaffold Research	
4.1	IV	Entrepreneurial Development	The objective of this course is to familiarize the students with the ground realities of starting & managing their own Entrepreneurial ventures.

## MARKETING

Sl. No.	Semester	Course Title	Course Outcomes
3.1	<b>III</b>	Consumer Behaviour	The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.
3.2		Integrated Marketing Communication	Due to ever increasing business dealings the subject of International Marketing has gained utmost importance in recent times. The world these days, indeed has shrunk and foreign markets have particularly become important especially for a developing country like India. The major objective of this course is to provide an exposure to the area of Marketing in the International perspective.
3.3		Brand Management	The objective of this course is to introduce students to the basic scope, benefits and types of brands; and understand the steps involved in designing an appropriate brand for the organization.
3.4		Retail Management	The objective of this course is to introduce students to the basic scope, benefits and types of retailers; and understand the steps involved in designing an appropriate retail organization structure.
3.5		Sales Management	The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales policy and in organizing and managing sales force and marketing channels and to impart the knowledge about sales management procedure, and

3.6		Service Management	<p>activities.</p> <p>The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.</p>
3.7	IV	Industrial Marketing	<p>A broad range of job profiles are available for individuals with a degree in industrial marketing courses, and many top companies provide various job offers for students engaged in this course degree. A Market Analyst helps companies and organizations in decision making of products and services.</p>
4.1		Customer Relationship Management	<p>The paper is designed to impart the skill based knowledge of Customer Relationship Management. 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.</p>
4.2		International Marketing	<p>The course has been developed so as to acquaint the students with environment, procedural, institutional and decisional aspects of International Marketing.</p>
4.3		Rural Marketing	<p>The objective of this course is to explore the students to Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.</p>

Human Resource

<b>Sl. No.</b>	<b>Semester</b>	<b>Course Title</b>	<b>Course Outcomes</b>
3.1	<b>III</b>	Knowledge Management	The goal of the course is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management (KM), and to assist students in pursuing a career in the information sector for profit and not for profit organizations. In addition, students will learn to determine the infrastructure requirements to manage the intellectual capital in organizations.
3.2		Organizational Development and Change Management	The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.
3.3		Performance Management	The objective of this course is to help the students gain understanding of the functions of performance management system in the organization and provide them tools and techniques to be used in appraising the performance of the employees.
3.4		Labour Legislations	This course will help the student to get exposure on Industrial Law. Understand the relationship between the employee, employer, union and government and to have awareness of various industrial laws relating to employees.
3.5		Compensation Reward Management	The course is designed to promote understanding of issues related to the compensation and rewarding human resources in the organizations and to impart skills in designing analyzing and restructuring reward management systems, policies and strategies.
3.6		Cross Culture Management	The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

3.7	IV	Conflict and Negotiation Management	The course plan to develop an understanding of conflict dynamics and the art and science of negotiation. On the completion of syllabus, students will be in a position to answer the role that can be played by conflict resolution techniques such as mediation.
4.1		Industrial Relation	This course will help the student to get exposure on Industrial Relations. Understand the relations ship between the employee, employer, union and government
4.2		Training and Development	The objective of this course is to help the students gain understanding of the objectives of training in the organization and provide them tools and techniques to be used in training the employees. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.
4.3		Talent Management	This course will help the student to get exposure on Talent management. Understand the how to acquire talent employees and how to retain such employees in the organization for effective performance and achievement of goals.

#### Finance

Sl. No.	Semester	Course Title	Course Outcomes
3.1		Security Analysis and Portfolio Management	The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

3.2	III	Derivatives Management	To give an in-depth knowledge of the functioning of derivative securities market.
3.3		Project Finance	The objective of the course is to provide to the students a specialized knowledge of the techniques of evaluating proposed investments and to acquaint them with the problems encountered in the decisional process pertaining to capital investments of the project.
3.4		Financial Services and Institutions	This course provides an understanding of the following fund-based and fee-based financial services offered by financial intermediaries such as non-banking finance companies, banks and financial institutions. This course will also focus on issues concerning the financial management of financial intermediaries.
3.5		International Finance	To give the students an overall view of the international financial system – instruments and markets.
3.6		Insurance and Risk Management	To provide the basics of insurance contracts and to explain the various types of insurance policies.
3.7			Corporate Finance
4.1	IV	Micro Finance	To enable the students to understand the principles, practices and application in Micro Finance.

4.2		Strategic Financial Management	To equip the students with necessary strategic knowledge and skills received to evaluate discussions or capital restructuring, mergers and acquisitions.
4.3		Merchant Banking and Financial Services	To enable student to Understand the modes of issuing securities, Acquire and financial evaluation technique of leasing and hire purchase.

### Production and Operations

Sl.No	Semester	Course Title	Course Outcomes
3.1	III	Project Management	This course focuses on project management methodology that will increase the ability of students to initiate and manage projects more efficiently and effectively. Also they will learn key project management phases through an innovative model.
3.2		Planning and Control of Operations	This course is designed to acquaint the student with the methods of planning and control for Operations. It helps to identify and discuss forecasting models in the qualitative and quantitative areas.
3.3		Technology Management	This course helps to understand the dynamics of technological innovation and be familiar with how to formulate technology strategies.
3.4		Logistics Management	The objective of this course is to get the exposure of logistics management and to understand the relationship between the logistics and packaging.

3.5		Supply Chain Management	The objective of this course is to get the exposure of supply chain management and to understand the relationship between the procurement and supply chain management.
3.6		Business Process Reengineering	The objectives of this course are to acquaint the student with understanding process orientation in business management and develop skills and abilities in re-engineering and business process for optimum performance.
3.7		Material Management	To understand the working of a materials management department, Aspects of Stores management, Warehousing management and material requirement planning.
4.1	IV	Maintenance Management	To enable the students to understand the principles, practices and applications in Maintenance Management.
4.2		Service and Operation Management	To help understand how service performance can be improved by studying services operations management
4.3		Product Design	To help Understand the application of structured methods to develop a product. Student gains knowledge on how a product is designed based on the needs of a customer.

## Logistics and Supply Chain

<b>Sl.No</b>	<b>Semester</b>	<b>Course Title</b>	<b>Course Outcomes</b>
3.1		Purchasing and Procurement Management	The objective of this module is to provide the students with a good knowledge on purchase function of the organization, material planning, source selection and negotiation techniques.
3.2	III	Material Management	The aims of the course are to make the students familiar, understand and realize the importance of effective materials management to an organization's survival and profitability. Also, they learn about the major activities of materials management and linkages between one another.
3.3		Inventory Management	The objective of this module is to provide the students with a good knowledge on corporate business communication channel, hierarchy and the report writing methodologies.
3.4		Supply Chain Management	At the end of the subject, the students will be able to analyze an existing supply chain of a company, apply various supply chain management concepts, and improve the supply chain and design an efficient supply chain in alignment with the strategic goals of the company

3.5	IV	Logistics Management	The course outlines the historical background of Logistics Management. It reconsiders to prepare students to acquire knowledge and skills that lead them to fill management and analysis in positions that will enable them to focus on the processes and systems of Logistics Management.
3.6		Custom House Practice and Legalities	The subject deals with the business transaction with the Customs and Central Excise for successfully executing an Import or Export transaction. This deals with various rules and regulations and schemes adopted by the Indian Customs as per the directions of the Ministry of Finance and provides an opportunity for the student to get a job opportunity in a CUSTOM HOUSE AGENCY.
3.7		Export Trade and Documentation	The objective of this module is to provide the students with a good knowledge on Export trade, types of trades, formalities for trade, legalities of export trade and the documentation process of it.
4.1		Quality Management	The objective of this module is to provide the students with a good knowledge and importance of quality concept, quality culture, quality control and organizations for quality. It also incorporates the managerial reasoning and analyzing in order to derive an appropriate course of action by focusing quality in products and services.
4.2		Air Cargo Logistics Management	The objective of this module is to provide the students with a good knowledge of airfreight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales.

4.3		Shipping and Ocean Freight Logistics	The objective of this module is to provide the students with a good knowledge of ocean freight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales.
-----	--	--------------------------------------	--

#### International Business

Sl.No	Semester	Course Title	Course Outcomes
3.1		International Marketing	To understand the principles & concepts in Marketing, to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

3.2	III	International Human Resource management	To provide insight from International Human Resource Management (IHRM) to give an overview and the practical implications of operating across national borders in the pursuit of core strategic competences, the management of global organizational values and culture, and the competition for talent.
3.3		Cross Cultural Management	To provide a thorough understanding of the impact of an international context on management practices based on culture. To explain and evaluate frameworks for guiding cultural and managerial practice in international business.
3.4		Global Logistics and Supply Chain Management	The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.
3.5		International Trade Procedures and Documentation	It gives an understanding on the India's trade Position in the World and the various trade procedures involved in an international business. It gives an insight to the various documents required for trading.
3.6		International Strategic management	The objective of the course is to familiarize the participants with the concepts, tools and techniques of international strategic management so as to enable them develop analytical and conceptual skills and the ability to look at the totality of situations.
3.7		Global Business Ethics and Corporate Governance	The course is to sensitize the students to issues pertaining to sustainable development and business ethics and enable development and business ethics and enable them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.

4.1	IV	Management of International Developmental Organizations	The course is to sensitize the students to issues pertaining to sustainable development and business ethics and enable development and business ethics and enable them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.
4.2		Merger and Acquisitions	The course is to sensitize the students to issues pertaining to sustainable development and business ethics and enable development and business ethics and enable them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.
4.3		International Financial Management	To give the students an overall view of the international financial system – instruments and markets.

### Systems

Sl.No	Semester	Course Title	Course Outcomes
3.1		Software Engineering	This course aims to understand the software engineering and apply the knowledge of a disciplined approach to the development of software and to the management of the software product lifecycle.

3.2	III	Software Project Management	This course gives an overview of software project management and the project planning. It also covers the Step Wise framework in project planning. It also imparts knowledge to the students on how to evaluate and assess the projects and to find the cost of the project using cost benefit evaluation techniques.
3.3		Relational database management	This course helps the students to understand the roles and technology of databases for the Internet and Worldwide Web. This also helps to understand the roles of database administration in the enterprise and be able to perform common database administration functions.
3.4		E – Business Technology Management	This course will help the students to recognize and understand ways of using digital technologies to improve intra and inter-organizational processes; and to analyze the impact that electronic commerce is having and will likely have on key sectors of the economy and assess the strategic implications this analysis holds for an organization.
3.5		Data Warehousing and Data Mining	This course helps the students to understand the overall architecture of a data warehouse and Techniques and methods for data gathering and data pre-processing tools. The different data mining models and techniques will be discussed in this course. Data mining and data warehousing applications will also be explored.

3.6		Knowledge management	The goal of the course is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management (KM), and to assist students in pursuing a career in the information sector for profit and not for profit organizations. In addition, students will learn to determine the infrastructure requirements to manage the intellectual capital in organizations.
3.7		Enterprise Resource Planning	To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.
4.1	IV	Information storage and Management	This course helps to learn and understand the storage management, virtualization technologies, infrastructure and storage security.
4.2		Cloud Computing	To understand basics of cloud computing for business management.
4.3		Decision Support System and Intelligent systems	To understand the components of DSS and IS. To know the appropriate model to be used for a problem

#### Hospital Management

Sl.No	Semester	Course Title	Course Outcomes
3.1		Management of Hospital Services	To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of both clinical and non clinical services in a hospital.

3.2	III	Operations management in Health care	Gives understanding about various operations related to hospital administration such as purchase procedures of healthcare equipments and materials, store maintenance, quality management and conduction of healthcare events
3.3		Marketing Management of Hospital and health care services	Gives better understanding about the ways to market healthcare services. Gives view about the marketing mix for healthcare services
3.4		Community Health and management of National Health Programmes	After completion of community health and management of National health programs module, students will be able to recognize and identify the elements in designing the strategies for health care delivery for community.
3.5		Management of Clinical and Super Specialty Services in Hospitals	This course is aimed at developing awareness among students regarding concept of location, layout and the infrastructure and staff requirements. They would be able to enumerate general procedures and policies and procedures followed in each of these.
3.6		Patient Care management	To understand the processes and details related to effective patient care and to further increase the satisfaction levels of patients
3.7		Health Related laws and Ethics	To Understand Laws relating to Health services, Legal reports, License, Risk Management.

4.1	IV	Medical Tourism	To understand the Significance of Medical Tourism, Role of government, Communication for medical tourists. This will enable students to learn effects of medical tourism in nation's economy, Pricing of Medical Services, Emerging trends on Medical Tourism.
4.2		Hospital Architecture, Planning, Design and Maintenance	To understand the Significance of Medical Tourism, Role of government, Communication for medical tourists. This will enable students to learn effects of medical tourism in nation's economy, Pricing of Medical Services, Emerging trends on Medical Tourism.
4.3		Hospital Waste Management	The Objective of the Course is to familiarize the learner with the importance, techniques and the procedures involved in the management of Hospital Waste.

#### Tourism

Sl.No	Semester	Course Title	Course Outcomes
3.1	III	Tourism Principles, Policies and Practices	To realize the potential of tourism industry in India. To understand the various elements of Tourism Management and familiarize with the Tourism policies in the national and international context.
3.2		Tourism Products of India	To study the vast Tourist resources of India; To conceptualize a tour itinerary based on variety of themes; and to identify and manage emerging tourist destinations.

3.3		Destination Planning and Development	To facilitate the assessment of the tourism potential of a destination and prepare tourism development plan as well as marketing techniques; To familiarize with the destination branding practices; and To introduce advanced analysis and research in the field of destination development.
3.4		Travel agency and Tour operations	To understand the significance of travel agency and tour operation business; To know the current trends and practices in the tourism and travel trade sector; To develop adequate knowledge and skills applicable to travel industry.
3.5		Hospitality Management	To understand the essentials of hospitality industry; To familiarize with resort and event management; and to do project work in the above areas.
3.6		Indian Cultural and Heritage	To study the richness and diversity of Indian culture; To evaluate the contemporary trends of India culture; and To acknowledge and appreciate the co-existence of different cultural and religious practices of India.
3.7		Tourism marketing	To expose the students to concepts and components of marketing; To acquaint them with tourism specific marketing skills; and To familiarize them with the contemporary marketing practices.
4.1	IV	Ecotourism	To understand the significance of ecotourism; To comprehend the theories and practices of ecotourism; To be familiar with the model ecotourism projects; and To use the theoretical knowledge to manage ecotourism resources.
4.2		Event management	To familiarize the students with the essentials of Event Management; To understand the potential of MICE and Event Tourism; and To enable the students to take up project work in the above areas.

4.3		E - Tourism	To understand emerging business models in tourism and travel industry; To study the impact of Information Technology on tourism and travel sector; To explore the scope of entrepreneurship in the emerging e- tourism business
-----	--	-------------	---

### Agri Business Management

Sl.No	Semester	Course Title	Course Outcomes
3.1		Agribusiness Environment and Policy	To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business.
3.2		Agricultural Marketing Management	To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business. The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.
3.3		Farm Business Management	To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.
3.4		Management of Agribusiness Cooperative	To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.

3.5		Food Retail Management	The objective of this course is to assist students in understanding the structure and working of food marketing system in India, to examine how the system affects farmers, consumers and middlemen and to illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.
3.6		Management of Agricultural Input Marketing	The objective of this course is to give the students an understanding of different marketing concept and marketing system in context of agricultural inputs.
3.7		Agri Supply Chain Management	The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.
4.1		Agriculture Economics	Basic objective of this course is to impart knowledge about current Indian agriculture, policies and changes which have taken place in the post independence period with a special focus upon problems being faced in the light of challenges of food security and sustainable agriculture.
4.2		Agricultural and Micro - Finance	To familiarize students with the Agricultural Financial System, Microfinance System and tools and techniques used for better management decisions.
4.3		New Trend and Development in Agri-Sector	To familiarize students with the Agricultural Financial System, Microfinance System and tools and techniques used for better management decisions.

## Logistics and Supply chain

Sl.No	Semester	Course Title	Course Outcomes
3.1		Purchasing and Procurement Management	The objective of this module is to provide the students with a good knowledge on purchase function of the organization, material planning, source selection and negotiation techniques.
3.2	III	Material Management	The aims of the course are to make the students familiar, understand and realize the importance of effective materials management to an organization's survival and profitability. Also, they learn about the major activities of materials management and linkages between one another.
3.3		Inventory Management	The objective of this module is to provide the students with a good knowledge on corporate business communication channel, hierarchy and the report writing methodologies.
3.4		Supply Chain Management	At the end of the subject, the students will be able to analyze an existing supply chain of a company, apply various supply chain management concepts, and improve the supply chain and design an efficient supply chain in alignment with the strategic goals of the company

3.5		Logistics Management	The course outlines the historical background of Logistics Management. It reconsiders to prepare students to acquire knowledge and skills that lead them to fill management and analysis in positions that will enable them to focus on the processes and systems of Logistics Management.
3.6		Custom House Practice and Legalities	The subject deals with the business transaction with the Customs and Central Excise for successfully executing an Import or Export transaction. This deals with various rules and regulations and schemes adopted by the Indian Customs as per the directions of the Ministry of Finance and provides an opportunity for the student to get a job opportunity in a CUSTOM HOUSE AGENCY.
3.7	IV	Export Trade and Documentation	The objective of this module is to provide the students with a good knowledge on Export trade, types of trades, formalities for trade, legalities of export trade and the documentation process of it.
4.1		Quality Management	The objective of this module is to provide the students with a good knowledge and importance of quality concept, quality culture, quality control and organizations for quality. It also incorporates the managerial reasoning and analyzing in order to derive an appropriate course of action by focusing quality in products and services.
4.2		Air Cargo Logistics Management	The objective of this module is to provide the students with a good knowledge of airfreight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales.

4.3		Shipping and Ocean Freight Logistics	The objective of this module is to provide the students with a good knowledge of ocean freight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales.
-----	--	--------------------------------------	--

International Business

Sl.No	Semester	Course Title	Course Outcomes
3.1		International Marketing	To understand the principles & concepts in Marketing, to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

3.2	III	International Human Resource management	To provide insight from International Human Resource Management (IHRM) to give an overview and the practical implications of operating across national borders in the pursuit of core strategic competences, the management of global organizational values and culture, and the competition for talent.
3.3		Cross Cultural Management	To provide a thorough understanding of the impact of an international context on management practices based on culture.To explain and evaluate frameworks for guiding cultural and managerial practice in international business.
3.4		Global Logistics and Supply Chain Management	The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.
3.5		International Trade Procedures and Documentation	It gives an understanding on the India's trade Position in the World and the various trade procedures involved in an international business. It gives an insight to the various documents required for trading.
3.6		International Strategic management	The objective of the course is to familiarize the participants with the concepts, tools and techniques of international strategic management so as to enable them develop analytical and conceptual skills and the ability to look at the totality of situations.
3.7		Global Business Ethics and Corporate Governance	The course is to sensitize the students to issues pertaining to sustainable development and business ethics and enable development and business ethics and enable them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.

4.1	IV	Management of International Developmental Organizations	The course is to sensitize the students to issues pertaining to sustainable development and business ethics and enable development and business ethics and enable them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.
4.2		Merger and Acquisitions	The course is to sensitize the students to issues pertaining to sustainable development and business ethics and enable development and business ethics and enable them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.
4.3		International Financial Management	To give the students an overall view of the international financial system – instruments and markets.

### Systems

Sl.No	Semester	Course Title	Course Outcomes
3.1		Software Engineering	This course aims to understand the software engineering and apply the knowledge of a disciplined approach to the development of software and to the management of the software product lifecycle.

3.2	III	Software Project Management	This course gives an overview of software project management and the project planning. It also covers the Step Wise framework in project planning. It also imparts knowledge to the students on how to evaluate and assess the projects and to find the cost of the project using cost benefit evaluation techniques.
3.3		Relational database management	This course helps the students to understand the roles and technology of databases for the Internet and Worldwide Web. This also helps to understand the roles of database administration in the enterprise and be able to perform common database administration functions.
3.4		E – Business Technology Management	This course will help the students to recognize and understand ways of using digital technologies to improve intra and inter-organizational processes; and to analyze the impact that electronic commerce is having and will likely have on key sectors of the economy and assess the strategic implications this analysis holds for an organization.
3.5		Data Warehousing and Data Mining	This course helps the students to understand the overall architecture of a data warehouse and Techniques and methods for data gathering and data pre-processing tools. The different data mining models and techniques will be discussed in this course. Data mining and data warehousing applications will also be explored.

3.6		Knowledge management	The goal of the course is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management (KM), and to assist students in pursuing a career in the information sector for profit and not for profit organizations. In addition, students will learn to determine the infrastructure requirements to manage the intellectual capital in organizations.
3.7		Enterprise Resource Planning	To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.
4.1	IV	Information storage and Management	This course helps to learn and understand the storage management, virtualization technologies, infrastructure and storage security.
4.2		Cloud Computing	To understand basics of cloud computing for business management.
4.3		Decision Support System and Intelligent systems	To understand the components of DSS and IS. To know the appropriate model to be used for a problem

#### Hospital Management

Sl.No	Semester	Course Title	Course Outcomes
3.1		Management of Hospital Services	To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of both clinical and non clinical services in a hospital.

3.2	III	Operations management in Health care	Gives understanding about various operations related to hospital administration such as purchase procedures of healthcare equipments and materials, store maintenance, quality management and conduction of healthcare events
3.3		Marketing Management of Hospital and health care services	Gives better understanding about the ways to market healthcare services. Gives view about the marketing mix for healthcare services
3.4		Community Health and management of National Health Programmes	After completion of community health and management of National health programs module, students will be able to recognize and identify the elements in designing the strategies for health care delivery for community.
3.5		Management of Clinical and Super Specialty Services in Hospitals	This course is aimed at developing awareness among students regarding concept of location, layout and the infrastructure and staff requirements. They would be able to enumerate general procedures and policies and procedures followed in each of these.
3.6		Patient Care management	To understand the processes and details related to effective patient care and to further increase the satisfaction levels of patients
3.7		Health Related laws and Ethics	To Understand Laws relating to Health services, Legal reports, License, Risk Management.

4.1	IV	Medical Tourism	To understand the Significance of Medical Tourism, Role of government, Communication for medical tourists. This will enable students to learn effects of medical tourism in nation's economy, Pricing of Medical Services, Emerging trends on Medical Tourism.
4.2		Hospital Architecture, Planning, Design and Maintenance	To understand the Significance of Medical Tourism, Role of government, Communication for medical tourists. This will enable students to learn effects of medical tourism in nation's economy, Pricing of Medical Services, Emerging trends on Medical Tourism.
4.3		Hospital Waste Management	The Objective of the Course is to familiarize the learner with the importance, techniques and the procedures involved in the management of Hospital Waste.

#### Tourism

Sl.No	Semester	Course Title	Course Outcomes
3.1	III	Tourism Principles, Policies and Practices	To realize the potential of tourism industry in India. To understand the various elements of Tourism Management and familiarize with the Tourism policies in the national and international context.
3.2		Tourism Products of India	To study the vast Tourist resources of India; To conceptualize a tour itinerary based on variety of themes; and to identify and manage emerging tourist destinations.

3.3		Destination Planning and Development	To facilitate the assessment of the tourism potential of a destination and prepare tourism development plan as well as marketing techniques; To familiarize with the destination branding practices; and To introduce advanced analysis and research in the field of destination development.
3.4		Travel agency and Tour operations	To understand the significance of travel agency and tour operation business; To know the current trends and practices in the tourism and travel trade sector; To develop adequate knowledge and skills applicable to travel industry.
3.5		Hospitality Management	To understand the essentials of hospitality industry; To familiarize with resort and event management; and to do project work in the above areas.
3.6		Indian Cultural and Heritage	To study the richness and diversity of Indian culture; To evaluate the contemporary trends of India culture; and To acknowledge and appreciate the co-existence of different cultural and religious practices of India.
3.7		Tourism marketing	To expose the students to concepts and components of marketing; To acquaint them with tourism specific marketing skills; and To familiarize them with the contemporary marketing practices.
4.1	IV	Ecotourism	To understand the significance of ecotourism; To comprehend the theories and practices of ecotourism; To be familiar with the model ecotourism projects; and To use the theoretical knowledge to manage ecotourism resources.
4.2		Event management	To familiarize the students with the essentials of Event Management; To understand the potential of MICE and Event Tourism; and To enable the students to take up project work in the above areas.

4.3		E - Tourism	To understand emerging business models in tourism and travel industry; To study the impact of Information Technology on tourism and travel sector; To explore the scope of entrepreneurship in the emerging e- tourism business
-----	--	-------------	---

### Agri Business Management

Sl.No	Semester	Course Title	Course Outcomes
3.1	III	Agribusiness Environment and Policy	To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business.
3.2		Agricultural Marketing Management	To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business. The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.
3.3		Farm Business Management	To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.
3.4		Management of Agribusiness Cooperative	To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.

3.5		Food Retail Management	The objective of this course is to assist students in understanding the structure and working of food marketing system in India, to examine how the system affects farmers, consumers and middlemen and to illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.
3.6		Management of Agricultural Input Marketing	The objective of this course is to give the students an understanding of different marketing concept and marketing system in context of agricultural inputs.
3.7		Agri Supply Chain Management	The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.
4.1	IV	Agriculture Economics	Basic objective of this course is to impart knowledge about current Indian agriculture, policies and changes which have taken place in the post independence period with a special focus upon problems being faced in the light of challenges of food security and sustainable agriculture.
4.2		Agricultural and Micro - Finance	To familiarize students with the Agricultural Financial System, Microfinance System and tools and techniques used for better management decisions.
4.3		New Trend and Development in Agri-Sector	To familiarize students with the Agricultural Financial System, Microfinance System and tools and techniques used for better management decisions.

**MASTER OF BUSINESS  
ADMINISTRATION CURRICULUM (2017 ONWARDS)**

<b>S.N O</b>	<b>COURSE CODE</b>	<b>TITLE OF THE COURSE</b>	<b>CREDIT</b>	<b>MARKS</b>
<b>SEMESTER –I</b>				
1.	17260C011	Management Concepts	4	100
2.	17260C012	Organisational Behaviour	4	100
3.	17260C013	Accounting for Managers	4	100
4.	17260C014	Economics for Managers	4	100
5.	17260C015	Legal Aspects of Business	4	100
6.	17260C016	Statistics for Managers	4	100
7.	17260P017	Managerial Skill Development-Lab	2	100
8.	17161RLC17	Research Led Seminar	1	100
<b>SEMESTER –II</b>				
9.	17260C021	Financial Management	4	100
10.	17260C022	Human Resources Management	4	100
11.	17260C023	Marketing Management	4	100
12.	17260C024	Production & Operations Management	4	100
13.	171CBMRM25	Research Methodology	4	100
14.	17260C026	Strategic Management	4	100
15.	17260P027	Data Analysis Lab	2	100
16.	17161BRC27	Participation in Bounded Research	2	100
<b>SEMESTER –III</b>				
17.	17260C031	International Business Environment	4	100
18.	17260C032	Operational Research	4	100
19.	17161SRC33	Participation in Scaffold Research	2	100
20.	17260E-3-	Elective1	3	100
21.	17260E-3-	Elective2	3	100
22.	17260E-3-	Elective3	3	100
23.	17260E-3-	Elective4	3	100
24.	17260E-3-	Elective5	3	100
<b>SEMESTER –IV</b>				
25.	17260C041	Entrepreneurial Development	4	100
26.	17260E-4-	Elective6	3	100
27.	17260E-4-	Elective7	3	100
28.	17261PRW44	Project Work	10	300
		<b>Semester –IV – Total Credits</b>	<b>18</b>	<b>600</b>
		<b>TOTAL CREDITS</b>	<b>100</b>	

## SPECIALIZATIONS

### MARKETING

S.NO	COURSE CODE	TITLEOFTHECOURSE	SEMESTER
1	17260EA33	Consumer Behaviour	III
2	17260EA34	Integrated Marketing Communication	III
3	17260EA35	Brand Management	III
4	17260EA36	Retail Management	III
5	17260EA37	Sales Management	III
6	17260EA38	Services Marketing	III
7	17260EA39	Industrial Marketing	III
8	17260EA42	Customer Relationship Management	IV
9	17260EA43	International Marketing	IV
10	17260EA44	Rural Marketing	IV

### HUMANRESOURCE

S.NO	COURSE CODE	TITLEOFTHECOURSE	SEMESTER
1	17260EB33	Knowledge Management	III
2	17260EB34	Organizational Development & Change management	III
3	17260EB35	Performance Management	III
4	17260EB36	Labour Legislations	III
5	17260EB37	Compensation Reward Management	III
6	17260EB38	Cross Culture Management	III
7	17260EB39	Conflict and Negotiation Management	III
8	17260EB42	Industrial Relation	IV
9	17260EB43	Training & Development	IV
10	17260EB44	Talent Management	IV

## **FINANCE**

<b>S.NO</b>	<b>COURSE CODE</b>	<b>TITLEOFTHECOURSE</b>	<b>SEMESTER</b>
1	17260EC33	Security Analysis and Portfolio Management	III
2	17260EC34	Derivatives Management	III
3	17260EC35	Project Finance	III
4	17260EC36	Financial Services and Institutions	III
5	17260EC37	International Finance	III
6	17260EC38	Insurance and Risk Management	III
7	17260EC39	Corporate Finance	III
8	17260EC42	Micro Finance	IV
9	17260EC43	Strategic Financial Management	IV
10	17260EC44	Merchant Banking and Financial Services	IV

## **PRODUCTIONANDOPERATIONS**

<b>S.NO</b>	<b>COURSE CODE</b>	<b>TITLEOFTHECOURSE</b>	<b>SEMESTER</b>
1	17260ED33	Project Management	III
2	17260ED34	Planning and control of operations	III
3	17260ED35	Technology Management	III
4	17260ED36	Logistics Management	III
5	17260ED37	Supply Chain Management	III
6	17260ED38	Business Process Reengineering	III
7	17260ED39	Material Management	III
8	17260ED42	Maintenance Management	IV
9	17260ED43	Service and Operation Management	IV
10	17260ED44	Product Design	IV

## **LOGISTICSANDSUPPLYCHAIN**

<b>S.NO</b>	<b>COURSE CODE</b>	<b>TITLEOFTHECOURSE</b>	<b>SEMESTER</b>
1	17260EE33	Purchasing and Procurement Management	III
2	17260EE34	Material Management	III
3	17260EE35	Inventory Management	III
4	17260EE36	Supply Chain Management	III
5	17260EE37	Logistics Management	III
6	17260EE38	Custom House Practice And Legalities	III
7	17260EE39	Export Trade And Documentation	III
8	17260EE42	Quality Management	IV
9	17260EE43	Air Cargo Logistics Management	IV
10	17260EE44	Shipping And Ocean Freight Logistics Management	IV

## **INTERNATIONALBUSINESS**

<b>S.NO</b>	<b>COURSE CODE</b>	<b>TITLEOFTHECOURSE</b>	<b>SEMESTER</b>
1	17260EF33	International Marketing	III
2	17260EF34	International Human Resource Management	III
3	17260EF35	Cross Cultural Management	III
4	17260EF36	Global Logistics and Supply Chain Management	III
5	17260EF37	International Trade Procedures and Documentation	III
6	17260EF38	International Strategic Management	III
7	17260EF39	Global Business Ethics and Corporate Governance	III
8	17260EF42	Management Of International Developmental Organizations	IV
9	17260EF43	Merger and Acquisitions	IV
10	17260EF44	International Financial Management	IV

<b>S.NO</b>	<b>COURSE CODE</b>	<b>TITLEOFTHECOURSE</b>	<b>SEMESTER</b>
1	17260EG33	Software Engineering	III
2	17260EG34	Software Project Management	III
3	17260EG35	Relational Database Management	III
4	17260EG36	E-Business Technology Management	III
5	17260EG37	Data Warehousing & Data Mining	III
6	17260EG38	Knowledge Management	III
7	17260EG39	Enterprise Resource Planning	III
8	17260EG42	Information Storage & Management	IV
9	17260EG43	Cloud Computing	IV
10	17260EG44	Decision Support System And Intelligent Systems	IV

### **HOSPITALMANAGEMENT**

<b>S.NO</b>	<b>COURSE CODE</b>	<b>TITLEOFTHECOURSE</b>	<b>SEMESTER</b>
1	17260EH33	Management Of Hospital Services	III
2	17260EH34	Operations Management In Health Care	III
3	17260EH35	Marketing Management Of Hospital And Health Care Services	III
4	17260EH36	Community Health and Management of National Health Programmes	III
5	17260EH37	Management of Clinical and Super Specialty Services in Hospitals	III
6	17260EH38	Patient Care Management	III
7	17260EH39	Health Related Laws and Ethics	III
8	17260EH42	Medical Tourism	IV
9	17260EH43	Hospital Architecture, Planning, Design and Maintenance	IV
10	17260EH44	Hospital Waste Management	IV

**SYSTEM**

<b>S.NO</b>	<b>COURSE CODE</b>	<b>TITLEOFTHECOURSE</b>	<b>SEMESTER</b>
1	17260EI33	Tourism Principles, Policies and Practices	III
2	17260EI34	Tourism Products of India	III
3	17260EI35	Destination Planning and development	III
4	17260EI36	Travel agency and Tour operations	III
5	17260EI37	Hospitality Management	III
6	17260EI38	Indian culture and Heritage	III
7	17260EI39	Tourism Marketing	III
8	17260EI42	Ecotourism	IV
9	17260EI43	Event Management	IV
10	17260EI44	E-Tourism	IV

**AGRI BUSINESS MANAGEMENT**

<b>S.NO</b>	<b>COURSE CODE</b>	<b>TITLEOFTHECOURSE</b>	<b>SEMESTER</b>
1	17260EJ33	Agribusiness Environment and Policy	III
2	17260EJ34	Agricultural Marketing Management	III
3	17260EJ35	Farm Business Management	III
4	17260EJ36	Management of Agribusiness Cooperatives	III
5	17260EJ37	Food Retail Management	III
6	17260EJ38	Management of Agricultural Input Marketing	III
7	17260EJ39	Agri Supply Chain Management	III
8	17260EJ42	Agriculture Economics	IV
9	17260EJ43	Agricultural and Micro-Finance	IV
10	17260EJ44	New Trends and Developmention Agri-Sector	IV

# **SEMESTER -I**

<b>SEMESTER</b>	ONE	<b>NATURE</b>	CORE	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		<b>17260C011</b>		4	0	0	4

## MANAGEMENT CONCEPTS

**COURSE OBJECTIVE:** To familiarize the student to the basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.

**COURSE OUTCOME:** Gives exposure to the practice of management in contemporary organizations from a conceptual, analytical perspective. Create ability to analyze and understand management as well as exploring and developing their own personal philosophy of management.

**UNIT I INTRODUCTION TO MANAGEMENT** Organization-Management-Role of managers- Evolution of management thought-Organization and the environmental factors- Managing globally-Strategies for International business.

**UNIT II PLANNING** Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision making process- Rational decision making process- Decision making under different conditions.

**UNIT III ORGANISING** Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal

**UNIT IV DIRECTING** Managing people- Communication- Hurdles to effective communication- Organization culture Elements and types of culture- Managing cultural diversity.

**UNIT V CONTROLLING** Process of controlling- Types of control- Budgetary and non-budgetary control techniques Managing productivity- Cost control- Purchase control- Maintenance control- Quality control Planning operations.

### TEXT/REFERENCES

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12th edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012.
4. Charles W. L. Hill and Steven L. McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.

<b>SEMESTER</b>	<b>ONE</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		<b>17260C012</b>		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## **ORGANIZATIONAL BEHAVIOUR**

**COURSE OBJECTIVE:** To provide an overview of the theories and practices in organizational behavior in individual, group and organizational level.

**COURSE OUTCOME:** Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance.

**UNIT I FOCUS AND PURPOSE** Definition, need and importance of organizational behaviour – Nature and scope – Framework – Organizational behaviour models.

**UNIT II INDIVIDUAL BEHAVIOUR** Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception Impression Management. Motivation – Importance – Types – Effects on work behavior.

**UNIT III GROUP BEHAVIOUR** Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building – Interpersonal relations – Communication – Control.

**UNIT IV LEADERSHIP AND POWER** Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

**UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR** Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives – Organizational effectiveness Developing Gender sensitive workplace

### **TEXT/REFERENCES**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.

<b>SEMESTER</b>	<b>ONE</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		<b>17260C013</b>		<b>4</b>	<b>0</b>	<b>1</b>	<b>4</b>

## **ACCOUNTING FOR MANAGEMENT**

**COURSE OBJECTIVE:** To acquaint the students with the fundamental principles of financial, cost & Management Accounting. Enable the students to take decisions using management accounting tools and to expose the students to various concepts and principles of accounting for making efficient decisions.

**COURSE OUTCOME:** Student would be able to know the accounting systems carried out in an organization and its utilization for the betterment of an organization through analysis of financial statements and cash flow analysis. Student would benefit by being able to study, understand and analyse financial statements.

**UNIT – I Financial Accounting:** Introduction to Financial, Cost and Management Accounting - Generally accepted accounting principles, Preparation of Journal, Ledger and Trial Balance.

**UNIT – II Company Accounts:** Meaning of Company - Maintenance of Books of Account - Statutory Books - Preparation of Final Accounts – Provisions relating to preparation of final accounts – Profit and loss account and Balance sheet

Introduction - types of shares: Issue of Shares at par, Premium and at Discount - Forfeiture and Reissue of Shares - Rights issue - Recording of transactions relating to issue of shares.

Issue and Redemption of Debentures - Redemption out of profits – sinking fund method / Recording of transactions relating to issue and redemption of debentures, Underwriting of Issue of Shares (Simple Problems)

**UNIT – III Management Accounting:** Analysis of Financial Statements – Ratios, Comparative Statement, Common Size Balance Sheet, Cash flow Statement, Fund Flow Statement, Trend Analysis.

**UNIT – IV Cost Accounting:** Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing - Activity Based Costing - Costing and the value chain - Target costing - Marginal costing including decision making

**UNIT – V Budgeting and Budgetary control:** Budgetary Control – Meaning and Concepts - Preparation of Various Budgets, Variance Analysis – Material, Labour and Overhead.

### **TEXT/REFERENCES**

M. Y. Khan & P. K. Jain, Management Accounting, Tata McGraw Hill, 2004.

R. Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2008.

<b>SEMESTER</b>	<b>ONE</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		<b>17260C014</b>		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## **ECONOMICS FOR MANAGERS**

**COURSE OBJECTIVE:** To make the students aware of the various economic theories and principles - To equip them with the required tools and techniques for improving their decision making skills.

**COURSE OUTCOME:** The student must have micro and macro-economic perspective to understand the underpinning of management.

**UNIT – I** Nature and scope of Managerial Economics - Managerial Economics and other disciplines – Basic concepts, Tools and Techniques of analysis – The Role of Managerial Economists – Analysis of Demand and Supply.

**UNIT – II** Theory Production Functions - Laws of Production – Economies of scale – Cost Concepts - Cost-Output Relationship – Revenue Analysis - Objectives of the firm – Break even analysis – Uses

**UNIT – III** Market Morphology – Monopolistic Competition – Features – Product Differentiation – Sources of Product differentiation – Equilibrium output and price determination of a firm – Selling cost Vs Production cost – Oligopoly – Features – kinked demand curve – Behavior of oligopolistic market – Price leadership, Price Wars, collusion, cartel and market share.

**UNIT – IV** Pricing Policies – Objectives - Pricing Methods

**UNIT – V** Market Economy – Market mechanism – Government and Market Economy – Failures of Market Mechanism - Need for Government intervention - Cases of state intervention - role of Government – Tools of Intervention – Fiscal and Monetary policy – Redefining the role of Government in a mixed economy – Knowledge Based economy – Features of K-Economy.

### **TEXT/REFERENCES**

1. Varshney, R.L., and Maheswari, K.L., Managerial Economics., Sultan Chand & Sons.
2. D.M Mithani., Managerial Economics – Theory and Applications, Edition 2014, Himalaya Publishing House.
3. Gupta G.S., Managerial Economics, Tata McGraw Hill.
4. Riggs, J.L., Managerial Economics, McGraw Hill.
5. Peterson, H.C and W.C. Lewis, Managerial Economics, Prentice-Hall of India.
6. Datt & Sundharam “Indian Economy”, Gaurav Dutt & Ashwini Mahajan., 71<sup>st</sup> Edition S Chand

<b>SEMESTER</b>	<b>ONE</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		<b>17260C015</b>		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## **LEGALASPECTSOFBUSINESS**

**COURSEOBJECTIVE:** TocreatetheknowledgeofLegalperspectiveanditspracticesto improvise the business.

**COURSEOUTCOME:** Legalinsightwillbeestablishedinthebusinesspracticesaccordingto thesituationofchangingenvironment.

**UNIT - I:** The Contract Act, 1871 Nature and classification of contracts - Essential elements of a valid contract - Offer and Acceptance - Consideration - Capacities of Parties - Provisions relating to free consent, void agreements - Provisions relating to performance and discharge of contract - Breach of contract - Meaning and remedies.

**UNIT - II:** Contract Act, 1872 Contracts of Indemnity - Meaning, nature - Right of Indemnity Holder and Indemnifier - Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee - Provisions relating to various types of Guarantee - Agency - Agent and Principal - Creation of Agency - Classification of Agents - Relationship between Principal and Agent - Rights, Duties and Liabilities of Agent and Principal - Termination of Agency

**UNIT - III:** Sales of Goods Act, 1930 Contract for Sale of Goods - Meaning - Essentials of a Contract of Sale - Formalities of a Contract of sale - Provisions relating to conditions and Warranties - Provisions relating to performance of Contract of Sale - Rights of Unpaid - Seller - Rules as to delivery of goods - Patents Act ; Conceptual understanding of patents, copyrights, trademarks and designs

**UNIT- IV: The Negotiable Instruments Act, 1881** Negotiable Instruments - Meaning, Characteristics, Types, Parties - Holder and holder in Due Course - Negotiation and Types of Endorsements - Dishonour of Negotiable Instrument - Noting and Protest - Liability of parties on Negotiable Instrument.

**UNIT- V: The Companies Act, 1956 and The Information Technology Act, 2000** Company - Definition, Meaning, Features and Types of companies - Incorporation of a company - Memorandum of Association, Articles of Association and Prospectus - the information technology act, 2000; Digital Signature - Digital Signature Certificate - Electronic Governance - Electronic Records - Certifying Authorities - Penalty & Adjudication

### **TEXT/REFERENCES**

1. Elements of Mercantile Law - N.D. Kapoor.
2. Mercantile Law - Maheswari & Maheswari.
3. Mercantile Law - S.M. Shukla.
4. Pathak and Akhileshwar, "Legal Aspects for Business", 3rd Edition, Tata McGraw - Hill Publishing Company Ltd, 2007.
5. Tulsian, "Business Law", 2nd Edition, Tata McGraw-Hill Publishing Company Ltd., 2000.
6. Goel, "Business Law", Wiley India Pvt. Ltd, 2007.

<b>SEMESTER</b>	<b>ONE</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		<b>17260C016</b>		<b>4</b>	<b>0</b>	<b>1</b>	<b>4</b>

## STATISTICS FOR MANAGERS

**COURSE OBJECTIVE:** This course mainly deals with the use of Statistical concepts in the resolution of managerial decision problems. As such the course will deal not only with some of the theoretical concepts in Statistics but will also be concerned with their application.

**COURSE OUTCOME:** Students will achieve statistical literacy and will be able to find ways to move beyond the-what of statistics to the how and why of statistics.

**UNIT-I Fundamental of Statistics** Statistics – Definition, Types. Types of variables – Organising data - Descriptive Statistics – measures of central tendency – measures of dispersion; Skewness & Kurtosis – Frequency distribution – Histograms – Polygons - Definition of random variable.

UNIT-

II Fundamentals of Probability Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.

UNIT - III Sampling Distribution and Estimation Introduction to Sampling Distributions - Sampling Distribution of Sample Mean and Sample Proportion - Application of Central Limit Theorem - Sampling Techniques - Estimation and Confidence Intervals - Point and Confidence Interval Estimates for Population Parameters of Large-Sample and Small Samples - Determining the Sample Size

UNIT - IV Testing of Hypothesis Hypothesis Testing - General Procedure for Hypothesis Testing - Errors in Hypothesis Testing – One Sample and Two Sample Tests for Means and Proportions of Large Samples (Z-Test) - One Sample and Two Sample Tests for Means of Small Samples (T-Test), (F-test) for two sample standard deviations. ANOVA one and two way classification

**UNIT - V Non-Parametric Methods** The Chi-Square Test - Statistic - Applications of Chi-Square Tests - Test of Independence of Attributes - Goodness of Fit - Theory of Correlation and Regression: Meaning of Correlation and regression – Principles of Least squares – Simple Linear Regression – Simple correlation – Co-efficient – Rank Correlation Time Series Analysis - Variations in Time Series.

### TEXT/REFERENCES

1. Richard I. Levin and David S. Rubin, "Statistics for Management", 7th Edition, Pearson Education, 1998. / Prentice Hall of India Pvt. Ltd, 2001.
2. T.N. Srivastava and Shailaja Rego, "Statistics for Management", 1st Edition, Tata McGraw-Hill Publishing Company Ltd., 2007.
3. S.P. Gupta, "Statistical Methods", 7th Edition, S. Chand and Co. Ltd., 2004.
4. Anderson and Skini, "Statistics for Business and Economics", 9th Edition, Cengage Learning
5. Mathematics for Managers - M. Raghavachari, TMH
6. Statistics for Management - Levin et al (PHI) 3. Business Statistics - Saha (Central) Introduction to Statistics for Business - John Fraund.

<b>SEMESTER</b>	<b>ONE</b>	<b>NATURE</b>	<b>PRACTICAL</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		<b>17260P017</b>		<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>

## **MANAGERIALSKILLDEVELOPMENT**

**COURSEOBJECTIVE:** This course will focus on overall Personality Development of students by enhancing their communication skills, shaping their attitudes and behaviours and ultimately preparing them for corporate roles.

**COURSEOUTCOME:** Learners are able to speak confidently and effortlessly in different contexts – informal and formal. They can be think on feet’ even in difficult circumstances. To get into the habit of express themselves in different genres of writing from creative to critical to factual writing. The student will be able to manage communication in the organization and develop interpersonal relationships.

**UNIT I:** Self introduction – News Reading – Story Telling – Etiquettes for Managers – Reviews of Articles, Movies and Books

**UNITII:** Role Play – Debate – Group Discussions – Paper Presentation – Mock Interview

**UNITIII:** Corporate Writing, Creative Writing, Report Writing, Preparing Press Notes.

**UNITIV:** Case Studies – Analyzing and presenting Cases, Poster Making, Framing Advertisements, Slogans, Captions.

**UNITV:** Use of Computer & Technology (MS Word, Powerpoint) (Using Internet as a tool for effective Management)

**TEXT/REFERENCES**

# **SEMESTER -II**

<b>SEMESTER</b>	<b>TWO</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260C021			<b>3</b>	<b>0</b>	<b>1</b>	<b>4</b>
<b>FINANCIAL MANAGEMENT</b>							

**COURSE OBJECTIVE:** Facilitate student to understand the operational nuances of a Finance Manager. Comprehend the technique of making decisions related to finance function.

**COURSE OUTCOME:** Learners can recall and understand Indian financial systems. Evaluate the investments projects and companies. Prepare capital budget and appropriations. Decide upon the capital structure and working capital budgeting decisions. Take decision on higher dividend payout or lower dividend payout.

**UNIT – I:** Introduction of Financial Management: Concept of Finance, Corporate Finance, Finance Functions and other functions. Structures of the Financial System. Financial Management – Meaning, functions and Objectives of Financial Management - Financial Planning and Forecasting of short term and long term – time value of money – risk and return.

**UNIT – II:** Financing Decision Sources of funds - Relative merits and demerits, Capitalization Under Capitalization and Over Capitalization - Capital Structure - theories of capital structure Factors affecting capital structure - Financing decision in practice - leverage - Operating, Financial and combined leverage - Cost of capital - Costs of individual components of capital - Weighted Average cost of capital.

**UNIT – III:** Investment Decision Nature and Significance of Investment Decision - Estimation of cash flows - Capital Budgeting Process - techniques of investment appraisal: Payback period; Accounting Rate of Return - DCF Techniques - Net present value, Profitability Index and Internal Rate of Return - Investment appraisal practices in Indian companies.

**UNIT – IV: Working Capital Decision** Meaning - Nature of working capital - Classification and significance of working capital - financing of Working capital - Component of working capital, Cash, Short-term marketable securities - Management of Cash and Receivables

**UNIT – V: Dividend Decision** Management of Profits - Meaning and Significance - Theories of Dividend - Determinants of dividend - Dividend Policy - Dividend policies in practice - Legal aspects of Dividends – Bonus shares – stock splits.

**TEXT/REFERENCES**

1. M. Y. Khan and P. K. Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
1. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
2. James C. Vanhorne – Fundamental of Financial Management – PHI Learning, 11th Edition, 2012.
3. Brigham, Ehrhardt, Financial Management Theory and Practice, 12th edition, Cengage Learning
4. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
5. S. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011

<b>SEMESTER</b>	<b>TWO</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260C022		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## **HUMAN RESOURCE MANAGEMENT**

**COURSE OBJECTIVE:** To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

**COURSE OUTCOME:** Understanding of importance of Human Resource Management  
 Understanding of concepts and practices of Human Resource Management  
 Designing strategies in Human Resource Management  
 Ability to take up activities in Human Resource Management.  
 Basic knowledge about prevailing legislations related to labour

**UNIT-I: HR Roles and Functions** Human Resource Management-Introduction and Importance- Evolution- Difference between Personnel Management and HRM- HR functions  
 -Structure of HR Department- Role, Duties and responsibilities of HR manager- HRDS System  
 -HR Strategies and organisational Strategies.

**UNIT - II: Human Resources planning and recruitment** Objectives-Importance- HR Process- Manpower Estimation- Job analysis- Job Description- Job Specification - Recruitment- Sources of Recruitment- Selection Process- Placement and Induction- Retention of Employees- merit rating- promotion- transfers- job enlargement - job enrichment - job rotation.

**UNIT-III: Training and Development and performance appraisal** Training and Development - Training Process and Methodology - Need and objectives - Training procedure - Methods of Training - Evaluation of Training programmes  
 Performance Management System - Definition, Concepts and Ethics- Different methods of Performance Appraisal- Rating Errors- Competency management- Career Planning.

UNIT – IV: Compensation Management Concepts and Components- Compensation Plan – Reward – Motivation - job evaluation - Fringe benefits and services - Employee Welfare – retirement /Separation - Kinds of Retirement - Resignation, Discharge, Dismissal, Suspension, Retirement, Layoff, Voluntary Retirement/Separation Schemes, Golden handshake.

UNIT – V: Industrial Relations Factors influencing industrial relations  
 - State Interventions and Legal Framework- Role of Trade unions- Collective Bargaining- Workers' participation in management- time management- Corporate Social Responsibility

### **TEXT/REFERENCES**

- Decenzo & Robbins, Personnel / Human Resource Management, 3rd ed., John Wiley & Sons (Pvt.) Ltd.  
 Anne-wil Harzing & Joris Van Ruvoosveldt (eds.), International Human Resource Management- Sage Publications, New Delhi.
- Biswajeet Patanayak, Human Resource Management, PHI, New Delhi
- Luis R. Gomez, Mejia, Balkin and Cardy, Managing Human Resources PHI, New Delhi.

<b>SEMESTER</b>	<b>TWO</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260C023		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## **MARKETINGMANAGEMENT**

**COURSEOBJECTIVE:** TounderstandfundamentalconceptsofMarketinginModern MarketingPractices

**COURSEOUTCOME:** knowledgeofanalyticalskillsinsolvingmarketingrelatedproblems, awarenessofmarketingmanagementprocess

**UNIT I** Marketing: Meaning – Concept & its types –Functions and organisation – MarketingPlanning– Coreconceptsofmarketing(suchasNeed,Want,Demand,CustomerValue,Exchange,Customer&Co nsumer, CustomerSatisfaction, CustomerDelight, CustomerLoyalty, Marketing v/s Market, Sellingversus Marketing). Concept of Marketing Myopia -MarketingSegmentationand ConsumerBehaviour– MarketingResearch

**UNITII**ProductCharacteristics –Classification–ProductDifferentiation –ProductHierarchy –Co-Branding–Packaging–Labeling–Warranties&Guarantees–NewProductDevelopment

**UNITIII**UnderstandingPricing– Settingthe Price–Types of PricingStrategies–Initiating &Respondingto thePriceChanges

**UNIT IV** Role of Marketing Communication – Components of Promotion (Advertising, SalesPromotion, Personal Selling, Public Relations– Basic Concepts), Direct Marketing (DirectMail,Catalogue, Tele Marketing),

**UNITVI**ImportanceofMarketingChannels–Functions–ChannelDesign–ChannelManagement –E-Commerce – Marketing Practices – Retailing – Types & Recent Trends –Wholesaling– MarketLogistics – ManagingSalesForce

### **TEXT/REFERENCES**

1. PhilipKotler, KevinLane, AbrahamKoshy- MarketingManagement–ASouthAsianPerspective- Pearson/PrenticeHallIndiaLtd
2. RajanSaxena–MarketingManagement-Tata McGraw Hill
3. Ramaswamy&Namakumary- MarketingManagement-GlobalPerspective-IndianContext- MacMillonIndiaLtd

<b>SEMESTER</b>	<b>TWO</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260C024			<b>3</b>	<b>0</b>	<b>1</b>	<b>4</b>

## **PRODUCTION AND OPERATIONS MANAGEMENT**

**COURSE OBJECTIVE:** To provide a broad introduction to the field of production and operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

**COURSE OUTCOME:** The students would have learned about various concepts related to the production and operations management. Also understood the decision role and responsibilities of operations function vis-à-vis other functions in an organization.

### **UNIT-I: INTRODUCTION OF PRODUCTION AND OPERATIONS MANAGEMENT**

Production & Operations Management – Meaning, Scope, Functions, Relationship between POM & other functional areas of Management – Effect of Time Element on POM. Classification of Production Systems – Intermittent, Job shop, Batch, Continuous, Flow and Mass Production Systems.

### **UNIT-II: PRODUCTION PLANNING AND CONTROL**

Production Planning & Control – Preplanning – Forecasting – Scheduling – Dispatching – Routing – Expediting – Plant Location – Factors Influencing Plant Location, Importance of Environmental Health & Safety factors in deciding the location of plant – Cost Factor – Plant Layout – Principles, Flow Patterns, Types of Plant Layout – Capacity Planning – Types of Capacity, Capacity Decision, Capacity Planning Strategies – Manufacturing Model, P&Q Systems, MRP-I & MRP-II.

### **UNIT-III: DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS**

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy, Major Decisions. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement and Productivity – Measuring Productivity and Methods to improve productivity.

### **UNIT-IV: SCHEDULING AND PROJECT MANAGEMENT**

Project Management – Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling – Johnson's Algorithm – Gantt charts; personnel scheduling in services.

### **UNIT-V: MATERIALS MANAGEMENT**

Materials Management, Components of Materials Management – Materials Planning, Inventory Control, Purchase Management, Stores Management. Inventory Management – Inventory Decisions, Models of Inventory – ABC Analysis, XYZ Analysis and JIT.

### **TEXT/REFERENCES**

1. Operations Management For Competitive Advantage, Chase, Jacobs, Aquilano, Agarwal, 11<sup>th</sup> Edition, TMH.
2. Production And Operations Management, S.N. Chary, 3rd Edition, TMH
3. Operations Management, Russell, Taylor III, 4th Edition, PHI
4. Production And Operations Management, Chunawalla, Patel, HPH
5. Production And Operations Management Concepts, Models, Behavior, Adam Jr. Ebert, PHI.
6. Modern Production/Operations Management, Buffa, Sarin, 8th Edition, Wiley

<b>SEMESTER</b>	<b>TWO</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		171CBMRM25		<b>3</b>	<b>0</b>	<b>1</b>	<b>4</b>

## **RESEARCH METHODOLOGY**

**AIM:** To give an exposure to development of research questions and the various statistical methods suitable to address them through available literature, with basic computational operators.

**OBJECTIVES:** To understand the approaches towards and constraints in good research. To identify various statistical tools used in research methodology. To appreciate and compose the manuscript for publication

**OUTCOME:** Ability to develop research questions and the various research strategies, and compile research results in terms of journal manuscripts.

**PREREQUISITES:** Research Methodology course in UG level or equivalent knowledge.

Unit I: INTRODUCTION Research – Importance and its types – research approaches – process problem formulation – development of hypothesis – Research design – determining the sample design – collecting data – analysis of data – identifying research problem.

Unit II: Measurement and its techniques Measurement in research and its problems – meaning of scaling – tests of sound measurement – types of scaling – Techniques of measurement – Attitude scales – summated rating scale – Equal appearing Interview scale – cumulative scale – Rating scale – Scale constructing Techniques – Time series analysis – Projection Techniques

Unit III: DATA COLLECTION AND HYPOTHESIS Classification of data – sources of data collection of primary and secondary data – Questionnaire method – Guidelines for Questionnaire design – Interview technique – Observation techniques – Processing of data – Editing – Coding – Tabulation – Interpretation of data – Formulation of hypothesis – Test of hypothesis.

**Unit IV: Statistical Techniques** Statistical Techniques – Quantitative and qualitative techniques – Measures of Central Tendency – Arithmetic mean, Median and Mode – Standard deviation – Karl Pearson's coefficient of correlation – Regression – Chi-square test – conditions for applying chi-square test – ANOVA – Spearman's Rank Correlation.

**Unit V : INTERPRETATION AND REPORT WRITING** Interpretation – Techniques of Interpretation – Significance of Report Writing – Different steps in writing report – layout of research report – types – oral presentation – mechanics of writing a research report – precautions for writing research reports – Role of computers in Research

**Recommended Textbook:**

1. Business Research methods By Dr. T.N. Srivastava and Mrs. Shailaja Rego – Tata McGraw Hill. Co Chennai – Email: mark\_pani@mcgraw.hill. com
2. Business Research methods, Alan Bryman and Emmabell – Oxford University press. chennai. Email: v.anand@oup
3. Research methodology, By R. Panneer Selvam, phi learning India PVT Ltd., New Delhi. Email: phi@phindia.com
4. Academic writing, A guide for management students and Researchers, By Mathukutty M. Monippall y and Badrinarayanan Shankar Pawar – [www.sagepublications.com](http://www.sagepublications.com)
5. Research methods Indian Edition By Donald H. Mcburney and Theresa – Cengage (learning. Email: sriram.b@cengage.com)

<b>SEMESTER</b>	<b>TWO</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260C026			<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## **STRATEGICMANAGEMENT**

**COURSEOBJECTIVE:**Toprovideanintegratedviewofthefunctionalareasandtoacquaintthestudents withthestrategicmanagementprocess.Focusestocriticallyexaminethe managementoftheentireenterprise fromtheTop Managementviewpoints.

**COURSEOUTCOME:**Createknowledgeandunderstandingofmanagementpoliciesandstrategies within a changing context to meet stakeholder interests information systems to learnfromfailurekeytoolsandtechniquesfortheanalysisanddesignofinformationsystems, includingtheirhumanandorganisationalaswellastechicalaspects.

**UNIT-I INTRODUCTION TO STRATEGIC MANAGEMENT** Strategic Management andCompetitiveness- Technology and Technology– Stakeholders in business – Vision, Mission andPurpose–Businessdefinition, ObjectivesandGoals– StrategicBusinessunit(SBD);Functionallevel strategies-Corporate GovernanceandSocial responsibility

**UNIT-II ENVIRONMENTAL ANALYSIS** TheExternalEnvironment: Opportunities, Threats, Competition and Competitor Analysis. External Environmental Analysis, Segments oftheExternalEnvironment, Porters5ForceModel, TheinternalEnvironment: Resource, Capabilities, CompetenciesandCompetitiveadvantages. Analyzinginternalorganization- BuildingCoreCompetencies- ValueChain Analysis, Outsourcing.

**UNIT-III: STRATEGIES** Thegenericstrategicalternatives–Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the GlobalEnvironment- Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances-Building andRestructuring the corporation- Strategic analysisandchoice- EnvironmentalThreatandOpportunityProfile(ETOP)-OrganizationalCapabilityProfile- StrategicAdvantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - McKinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix -BalanceScoreCard

**UNIT-IV STRATEGY IMPLEMENTATION & EVALUATION** Theimplementation process, Resource allocation, Designing organisational structure-Designing Strategic ControlSystems- Matching structure and control to strategy-Implementing Strategic change- Politics-Powerand Conflict-Techniques ofstrategievaluation &control-casestudy

**UNIT-V STRUCTURE AND CONTROLS** StructureandControlswithOrganizations- OrganizationalStructureandcontrols, Evolutionary Patterns of strategy andorganizationalstructure. Leadership Implications for Strategy- Entrepreneurial Implications for Strategy–FunctionalStrategies.

### **TEXT/REFERENCES**

1. StrategicManagementConceptsAndCases, Thompson, Strickland, TMH.
2. StrategicManagementAnIntegratedApproach, Hill, Jones, 6thEdition, IndianAdaptation, Biztantra.
3. Strategic Management Concepts And Cases, David, 12th Edition, PHI.
4. BusinessEnvironment ForStrategicManagement, Aswathappa, HPH

SEMESTER	TWO	NATURE	PRACTICAL	L	P	T	C
COURSECODE		17260P027		0	2	0	2
<b>DATA ANALYSIS (MS-EXCELLAB)</b>							
<b>COURSE OBJECTIVE:</b> The course aims to understand MS Excel for applying statistical tools.							
<b>COURSE OUTCOME:</b> Learning Outcome: The learning outcome is that the students should be able to: Analyse the data to draw inference for decision making. Understand application of statistical measures of central tendency. Understand application of ANOVA. Analyse trends. Test hypotheses.							
<ol style="list-style-type: none"> <li>1. Tabulation of Data in excel (Creating Master Table and Sub Table)</li> <li>2. Formulas and Functions</li> <li>3. Filters and Sort and Validation Lists, Data from External Sources.</li> <li>4. Data Analysis Using Charts and Graphs (Pivot Table &amp; Charts)</li> <li>5. Time Value of Money</li> <li>6. Measure of central tendency: mean, median, mode,</li> <li>7. Measure of dispersion: variance, standard deviation, Coefficient of variation</li> <li>Correlation, regression lines.</li> <li>8. t-test</li> <li>9. F-test</li> <li>10. ANOVA one way classification,</li> <li>11. Chi square test, independence of attributes.</li>   <li>12. Time series: forecasting Method of least squares,</li> <li>13. Moving average method</li> </ol>							
<b>TEXT/REFERENCES</b>							
<ol style="list-style-type: none"> <li>1. Glyn Davis &amp; Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.</li> <li>2. DPApte: Statistical Tools for Managers USING MSEXCEL, Excel, 2012.</li> <li>3. David M Levine, David F. Stephan &amp; Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.</li> <li>4. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.</li> <li>5. Shelly, MS Office, 2007, Cengage, 2009.</li> <li>6. Ajai S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009</li> </ol>							

# **SEMESTER -III**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260C031		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

## **INTERNATIONAL BUSINESS ENVIRONMENT**

**COURSE OBJECTIVE:** To familiarize the students to the basic concepts of international business management

**COURSE OUTCOME:** Students would be familiar with global business environment, global strategic management practices and get acquainted with functional domain practices. They would be familiar with conflicts situations and ethical issues in global business.

**UNIT-I** Nature and scope of international business- Growing relevance of international business- Types, Importance of international business. Business environment- internal and external environment. Economic and political Environment- Economic roles of Government- Demographic environment- Cultural environment.

**UNIT-II** International Economic Institutions- IMF, World Bank, UNCTAD, UNIDO, GATT, WTO- organizational Structure, objectives and functions

**UNIT-III** International Trade- Theories- Adam Smith, David Ricardo, Heckscher-Ohlin, and Leontief Paradox. Government influence on trade- protectionism. Exim policy of India- Export promotion- incentives- SEZ- objectives of SEZ.- BoP vs BoT- Components of BoP.

**UNIT IV** MNCs- Benefits to host country- problems of MNCs – MNCs in India. Transfer of technology- levels, channels- methods of technology transfer- International investments- Significance and types of international investments- FDI, FII- factors affecting FDI- Cross-border M&As.

**UNIT-V** Globalisation and business – Features of globalization- essential conditions for globalization- foreign market entry strategies- Pros and cons of Globalisation. Global competitiveness- determinants and its pillars- IT revolution and Business Environment

### **TEXT/REFERENCES**

Francis Cherunilam, "International Business Environment", Himalaya Publishing House Mumbai, 4<sup>th</sup> Edition  
 K. Aswathappa, "Essentials of Business Environment- Text, Cases & Exercises", Himalaya Publishing House, Mumbai, 12<sup>th</sup> Revised Edition.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>CORE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260C032			<b>3</b>	<b>0</b>	<b>1</b>	<b>4</b>

## OPERATIONSRESEARCH

**COURSEOBJECTIVE:** To learn the concepts of operations research applied in business decision making using Operations Research Models. To facilitate the student to find out optimal solution for transportation and assignment problems and to empower to equip with the skills of decision making using quantitative techniques

**COURSEOUTCOME:** To facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty. Develop mathematical models using various techniques for successful project implementation.

Unit I Scope and applications of Operation Research in managerial decision-making-Decision-making environments: Decision-making under certainty, uncertainty and risks situations; Uses of Decision tree.

Unit II Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical and simplex method of solving LP problems; sensitivity analysis; duality  
Transportation problem: Various method of finding Initial basic feasible solution and optimal cost-  
Assignment model: Algorithm and its applications

Unit III Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game

Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Two jobs and m Machines Problems.

**Unit IV** Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating

Arrival Rate and Service Rate; Applications of Queue model for better service to the customers  
Replacement Problem: Replacement of assets that deteriorate with time, replacement of assets which fail suddenly.

**Unit V** Project Management: Rules for drawing the network diagram, Application of CPM and PERT techniques in project planning and control; Crashing and resource leveling of operations  
Simulation and its uses in Queuing theory & Materials Management

### TEXT/REFERENCES

- 1) Vohra-Quantitative Techniques in Management (Tata McGraw-Hill, 2nd edition), 2003.
- 2) Peter C Bell-Management Science/Operations Research (Vikas)
- 3) Kothari-Quantitative Techniques (Vikas), 1996, 3rd ed.
- 4) Akhilesh KB and Balasubramanyam S- Quantitative Techniques (Vikas)
- 5) Taha Hamdy-Operations Research- An Introduction (Prentice-Hall, 7th edition), 1996, 5th ed.
- 6) J K Sharma-Operations Research (Pearson)

# **SEMESTER -IV**

SEMESTER	FOUR	NATURE	CORE	L	P	T	C
COURSECODE		17260C041		4	0	0	4
<b>SMALL BUSINESS AND ENTREPRENEURSHIP</b>							
<b>COURSE OBJECTIVE:</b> The objective of this course is to familiarize the students with the ground realities of starting & managing their own Entrepreneurial ventures.							
<b>COURSE OUTCOME:</b> Students will gain knowledge and skills needed to run a business. Gives required competencies to run the successful enterprise. Prepared to become an entrepreneur.							
<p><b>UNIT I INTRODUCTION TO ENTREPRENEURSHIP</b> Understanding the Meaning of Entrepreneur; Characteristics and Qualities of an Entrepreneur; Classification of Entrepreneurs; Factors Influencing Entrepreneurship; Entrepreneurial Environment; Entrepreneurial Growth; Problems and Challenges of Entrepreneurs; Entrepreneurial Scenario in India</p> <p><b>UNIT II ENTREPRENEURSHIP FEASIBILITY ANALYSIS</b> Starting an Enterprise; Idea Generation; Identification of Business Opportunities; Market Entry Strategies; Marketing Feasibility; Financial Feasibilities; Political Feasibilities; Economic Feasibility; Social and Legal Feasibilities; Technical Feasibilities; Managerial Feasibility, Location and Other Utilities Feasibilities</p> <p><b>UNIT III LAUNCHING OF SMALL BUSINESS</b> Business plan – Meaning, Scope and Need; Business plan Formats; Project report preparation and presentation; Project appraisal; Why some business plan fails? MSMEs, Financial support banks, institutions and agencies; Venture capital; Government schemes and Policies</p> <p><b>UNIT IV DEVELOPMENT OF SMALL BUSINESS</b> Role of Government and other Agencies in Promoting Small Business - Preventing Sickness and Rehabilitation of Business Units - Incentives, Subsidies and Grants - Training for Effective Management of small Business.</p> <p><b>UNIT V WOMEN ENTREPRENEURS</b> Women Entrepreneurs Problems &amp; Prospects in Women Entrepreneurships, Role of Government in Promoting Women Entrepreneurs. Development of Self Help Groups, Steps taken by Government in Promoting SHGs..</p>							
<b>TEXT/REFERENCES</b>							
<ol style="list-style-type: none"> <li>1. Small Scale Industries And Entrepreneurship, Vasant Desai, HPH.</li> <li>2. Entrepreneurial Development, Jayshree Suresh, Margham.</li> <li>3. Entrepreneurship New Venture Creation, Holt, PHI.</li> <li>4. Entrepreneurship In The New Millennium, Kuratko, Hodgetts, South Western Cengage Learning.</li> <li>5. Entrepreneurship, Histich, Peters, 6th Edition, TMH.</li> </ol>							

# **MARKETING**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EA33			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## CONSUMER BEHAVIOUR

**COURSE OBJECTIVE:** The basic objective of this course is to develop an understanding about the consumer decision making process and its applications in marketing function of firms.

### COURSE OUTCOME-

Able to explain the basic concepts and models of consumer behavior. Able to analyze the effects of psychological, socio-cultural and demographic factors on the consumer decision process with their results. Able to distinguish the relationship between consumer behavior and marketing practices. Able to define the importance of consumer behavior for businesses  
Able to compare the relationship between consumer behavior and other disciplines.

**UNIT I Introduction** - Scope & importance, the consumer research process, quantitative and qualitative research. Market segmentation: Importance and use- Application of Consumer behaviour principles to strategic marketing - Theories of Consumer Behaviour - Consumer decision: Process approach - Factors influencing consumer decision making, Segmentation, Psychographics & VALS; Diffusion of Innovations

**UNIT-II Consumer Motivation & Perception**- Consumer needs and motivation, Psychographics - Rational vs emotional motives. Dynamic nature of motivation. Motivational research. Personal and psychological influences - Product and Service Positioning, Perceived price, quality and risk - Consumer Attitude formation and Change Concept of attitude, Attitude formation,

### UNIT-

III Sociocultural Influences Socializations, Family Buying decision, Family Lifecycle, Social Class, Lifestyle Profiles, Culture, Sub-culture, Measurement of Culture, Cultural aspects of emerging markets, Cross Cultural Consumer Behaviour – Communication - Influences on Consumer behavior, High and low involvement - Pre-purchase and post-purchase behavior.

### UNIT-

IV Consumer Decision Making Process: Consumer Decision making process, Comprehensive mode of consumer decision making. New Product purchase and repeat purchase - Problem Recognition - Types of consumer decisions, types of Problem Recognition, Utilizing problem recognition information

UNIT – V Consumer Behaviour Applications: Consumer Behaviour applicable to Profit and Non Profit Service Organizations, Societal Marketing Concept, Government Policy and Consumer Protection, Indian Consumer and Marketing Opportunities in India - Consumerism, consumer protection, consumer right and consumer education, legal consideration. E-Buying behavior

### TEXT/REFERENCES

1. Consumer Behavior – Leon Schiffman, Leslie Lazar Kanuk – Pearson/ PHI, 8/e
2. Consumer Behavior – Hawkins, Best, Coney – TMH, 9/e, 2004
3. Customer Behavior – A Managerial Perspective – Sheth, Mittal – Thomson,
4. Conceptual Issues In Consumer Behavior Indian Context – S Ramesh Kumar, Pearson
5. Consumer Market demographics in India – Edited by S.L. Rao

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EA34			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **INTEGRATED MARKETING COMMUNICATION**

**COURSE OBJECTIVE:** Due to ever increasing business dealing the subject of International Marketing has gained utmost importance in recent times. The world these days, indeed has shrunk and foreign markets have particularly become important especially for a developing country like India. The major objective of this course is to provide an exposure to the area of Marketing in the International perspective.

**COURSE OUTCOME –**

Students create and manage these promotional tools to successfully execute a business' strategic plan.

**Unit I:** Introduction Integrated Marketing Communication - Concept, Process, Communication Mix, IMC plans-

Overview of advertising management; Advertising and IMC process - Advertising Agency - Choosing an advertising agency; Advertising planning and research; Advertising goals - Advertising budget; Advertising design; Advertising media selection.

**Unit II:** Sales Promotion The scope and role of sales promotion; Types, Planning Sales Promotion Programmes; Consumer oriented sales promotion; Trade oriented sales promotion; Coordinating sales promotion and advertising; Personal Selling, Role, Advantages and Disadvantages, Personal Selling Skills.

**Unit III:** Public Relations, Publicity and Corporate Advertising Public Relations Publicity and Corporate advertising; Public Relations functions; Creating positive image building activities; Preventing or reducing image damage; sponsorship and event marketing; Role of internet in P R.

**Unit IV:** Social and Ethical Aspects of Advertising and Promotion Regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social Implications of Advertising, Moral and Ethical Issues in Advertising; Advertising to children, Advertising controversial products, Social Aspects of Advertising.

**Unit V:** Evaluation Monitoring and Control Measuring the effectiveness of promotional program; Conducting research to measure advertising effectiveness; Testing process; Establishing the program for measuring the advertising effects; Measuring the effectiveness of other program elements

**TEXT/REFERENCES**

1. George Belch, Michael Belch & Keyoor Purani, Advertising & Promotion - An Integrated Marketing Communications Perspective, TMH, Latest Edition.
2. Kruti Shah and Alan D' Souza, Advertising & Promotions: An IMC perspective, TMH, Latest Edition.
3. Terence A. Shimp, Advertising & Promotion: An IMC Approach, Cengage Learning, Latest Edition.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EA35			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **BRANDMANAGEMENT**

**COURSEOBJECTIVE:** The objective of this course is to introduce students to the basic scope, benefits and types of brands; and understand the steps involved in designing an appropriate brand for the organization.

**COURSEOUTCOME** – Evaluate the feasibility of a new brand launch. Develop and execute a new brand launch plan. Evaluate the performance and situation of a brand for the purpose of recommending future strategies. Measure the value of a brand to an organization using industry standard methods. Develop a communication strategy which integrates all communication elements – traditional and interactive.

**UNIT I Introduction** Concept of Brand, Significance of Branding for Consumers and for Firms, Branding Challenges & Opportunities, Concept of Brand Equity, Cost based, Price based and Customer based Brand Equity.

**UNIT II Brand Strategies** Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

**UNIT III Planning and Implementing Brand Marketing Programs** Choosing brand elements to build brand equity, Options and tactics for Brand, New perspectives on marketing, Integrating marketing communication to build brand equity, Conceptualizing the leveraging process, Co-branding, Celebrity Endorsements

**UNIT IV Measuring and Interpreting Brand Performance** The brand value chain, Designing brand tracking studies, Capturing customer mind set through quantitative research techniques

**UNIT V Growing and Sustaining Brand Equity** Brand architecture, Brand hierarchy, Designing brand strategy, New products, Brand extensions- advantage and disadvantage, Reinforcing brands, Revitalizing brands, Brand failures

### **TEXT/REFERENCES**

1. Strategic Brand Management - Kevin Lane Keller
2. Branding Concepts & Process - Debashish Pati
3. Marketing Management - Philip Kotler
4. Successful Branding - Pran K Choudhary
5. Brand Positioning Strategies for Competitive Advantage - Subrato Sen Gupta
6. Strategic Brand Management - Capere
7. Behind Powerful Brands - Jones
8. Managing Indian Brands - S. Ramesh Kumar

SEMESTER	THREE	NATURE	ELECTIVE	L	P	T	C
COURSECODE		17260EA36		3	0	0	3

## RETAILMANAGEMENT

**COURSEOBJECTIVE:** The objective of this course is to introduce students to the basic scope, benefits and types of retailers; and understand the steps involved in designing an appropriate retail organization structure.

**COURSEOUTCOME** - Understand the functions of retail business and various retail formats and retail channels. Understand the difference between Retail and Manufacturing Supply Chain Understand, key drivers of retail supply chain and how to select a retail store location Analyze Retail Market and Financial Strategy including product pricing.

**UNIT I INTRODUCTION** An overview Retailing – Channels of Distribution, Functions of Retailers, Evolution of Retailing– Global Retail Scenario – Indian Retail Scenario – Emerging Trends and Opportunities in Retail Industry - economic and technological Influences on retail management– Classification of Retailers– Non Traditional Retail Classifications.

**UNIT II RETAIL FORMATS** Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

**UNIT III RETAIL ADMINISTRATION** Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management– Retail Pricing Decisions. Merchandising and category management – Human Resources Management – Information System - Buying.

**UNIT IV RETAIL SHOP MANAGEMENT** Visual Merchandise Management– Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail– Role of Communication in Retailing – Methods of Retail Communication.

**UNIT V RETAIL SHOPPER BEHAVIOUR** Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

### TEXT/REFERENCES

1. Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. Ogden, Integrated Retail Management, Biztantra, India, 2008.
3. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.
4. Chetan Bajaj, Rajnish Towand Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.
5. Swapna Pradhan, Retail Management-Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.
6. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008
7. Ramkrishnan and Y.R. Srinivasan, Indian Retailing Text and Cases, Oxford University Press 2008
8. Dr. Jaspreet Kaur, Customer Relationship Management, Kogentsolution.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EA37			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **SALESMANAGEMENT**

**COURSE OBJECTIVE:** The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales policy and in organizing and managing sales force and marketing channels and to impart the knowledge about sales management procedure, and activities.

**COURSE OUTCOME** - Develop a plan for organizing, staffing and training a sales force. Know the distinction between the skills required for selling and sales management. Identify the key factors in establishing and maintaining high morale in the sales force. Develop an effective sales compensation plan. Evaluate the performance of a sales person.

**UNIT – I** Sales Management - Nature, Meaning, Evolution and Scope, Objectives of Sales Department, Sales as a function of Marketing Management, Theories of Selling – Buyer Seller Dyads, AIDA Theory, Right Set of Circumstances Theory, Buying Formula Theory, Behavioral Equation Theory of the Sales Management - Sales Planning, Strategic role of sales management

**UNIT – II** Selling Process - Prospecting, Planning the Sales call, Selecting the Presentation Method, Making the Sales - Personal Selling - Presentation, Handling Sales Objections, Closing the Sale, Followup. Role of Relationship Marketing in Personal Selling, Value Added Selling

**UNIT – III** Nature of Sales Management positions - Functions of Sales Executives - Qualities of Effective Sales Executives - Relationship with Top Management - Management of Sales force, Recruitment & Selection, Training and Evaluation, Compensating Sales Force - Supervision of Salesmen; Motivating Sales Personnel; Sales Meetings and Sales Contests

**Unit IV** Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning Organisational Patterns in Marketing Channels; Managing Marketing Channels; Marketing Channel Policies and Legal Issues - Warehouse Management - Warehouse Functions, Processes, Organization and Operations

**Unit V** Information System and Channel Management, Assessing Performance of Marketing Channels including sales force; International Marketing Channels

### **TEXT/REFERENCES**

1. Sales Management - Richard R. Still Edward W. Cundiff
2. Strategies for selling - Gerald A. Michaelson
3. Sales Management Handbook – Forsyth Patrick
4. Value added selling - Tom Reilly
5. Building a Winning Sales Team – Gini Graham & Scott

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EA38			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **SERVICES MARKETING**

**COURSE OBJECTIVE:** The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

**COURSE OUTCOME** - Understand the Concept of Services and intangible products 2. Discuss the relevance of the services Industry to Industry 3. Examine the characteristics of the services industry and the modus operandi 4. Analyse the role and relevance of Quality in Services 5. Visualise future changes in the Services Industry

**UNIT I** Introduction-Definition, Differences between Services and Goods, Tangibility Spectrum, Distinctive Characteristics of Services, , Classification of Services, Categories of Service Providers, Marketing Implications of Service Characteristics, Services Marketing Mix – People, Physical Evidence & Process..

**UNIT II** Assessing service market potential - Classification of services – Expanded marketing mix – Market segmentation, targeting and positioning - Service Life Cycle – New service development – Service Blue Printing – GAP’s model of service quality – Measuring service quality – SERVQUAL – Service Quality function development - Customer perception, Customer satisfaction, Tolerance zone.

**UNIT III** Physical Evidence and Servicescape Meaning, Types of Servicescapes, Strategic Roles of Servicescape, Guidelines for Physical Evidence Strategy, Strategic Roles of Service scape - Internal Marketing, Service-Profit Chain, Emotional labor, Customers' role in service delivery, Customer as a co-producer.

**UNIT IV** Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication

**UNIT V** Applications & Strategies of Service Marketing: Marketing of service Sector - Financial Services, Tourism Services, Education Services, Information services (ITES), Health Services, Health Tourism Services - CRM in Service Sector.

### **TEXT/REFERENCES**

#### **SUGGESTED READINGS:**

1. Services Marketing- Zeithaml, Bitner, Gremler & Pandit, TMGH, 4th ed.
2. Services Marketing- Christopher Lovelock
3. Services Marketing- Rampal & Gupta
4. Essence of Services Marketing- Ardian Payne
5. Services Marketing- Helen Woodruffe

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EA39		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## INDUSTRIAL MARKETING

**COURSE OBJECTIVE:** The first part deals with industrial marketing and especially on strategic industry analysis, understanding organizational buying behavior and management of market channels. The second part offers an introduction to major theories and trends within international business.

**COURSE OUTCOME:** The course is given at the 4th year in the MTIØT program and is mandatory in the first year of the MIENTRE program and aims to contribute to objective 2.2 in the MTIØT objective that requires: "Knowledge ...in line with a masters student in business administration in comparable international studies". The course should give general knowledge on industrial marketing, internationalization, international management and international business.

**Unit I** Introduction to Business marketing - Organizational buyer- Buyer Behaviour- Business marketing and Consumer marketing- Business products- Organizational buying Process- Classification of Industrial Customers and Industrial Products, Industrial Marketing Environment

**Unit II** Strategies for customer relationship management for business markets- Strategic planning- Relationship marketing- Managing buyer-seller relationship- Measuring customer profitability- Methods of forecasting demand- Components of Business models- Strategic resources of business marketing- Customer Satisfaction Management and Measurement, Customer Loyalty

**Unit III** Managing products- Innovation & new product development- Business-to-Business brand- Product positioning- Management of innovation- Steps in New product development- Delivering effective customer solutions- Business-service marketing- Service quality- Service packages- Product line planning.

**Unit IV** Marketing Strategies Industrial Markets - Product, Price, Promotion and Distribution. Marketing Research for Industrial Products- Marketing strategy for Industrial Firms- Developing & Evaluating Strategies- Effective implementation of Strategies.

**Unit V** Managing channels- B2B in e-commerce platform & SCM- Pricing strategies: Business marketing channels- Costs of Logistics- B2B logistical management- Pricing Business products across their life cycle- Competitive pricing tactics - Marketing Communications- advertising & sales promotion - Personal selling- Performance measurement.

### TEXT/REFERENCES

1. Electronic Commerce Technologies & Applications, Bhaskar Bharat, TMH
2. E-Commerce An Indian Perspective, Joseph P. T., PHI
3. E-Commerce: Strategy Technologies & Applications, Whiteley, David, TMH
4. Industrial Marketing Management M. Govindarajan, Vikas Publishing House PVT Ltd.
5. Industrial Marketing by MILIND T. Phadtare- PHI learning PVT Ltd.,

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EA42		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **CUSTOMER RELATIONSHIP MANAGEMENT**

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

**COURSE OUTCOME** - Understand the basic concepts of Customer relationship management. To understand marketing aspects of Customer relationship management. Learn basics of analytical Customer relationship management. Understand basics of operational Customer relationship management

**UNIT I INTRODUCTION** Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM's significance to the stakeholders.

**UNIT II UNDERSTANDING CUSTOMERS** Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer lifetime value – Selection of Profitable customer segments.

**UNIT III CRM STRUCTURES** Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

**UNIT IV Mechanics of CRM** Strategic CRM planning process – Implementation issues – CRM Tools - Analytical CRM – Operational CRM – Call center management – Role of CRM Managers - e CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

**UNIT V Managing Networks for CRM** Business Networks, Network Position, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, Product Development, Supplier Accreditation Programmes, Process Alignment, E Procurement, Partners in Value Creation, Benchmarking Partners, Customer Advocacy Groups, Sponsors, Partners in Value Delivery.

**TEXT/REFERENCES**

1. G.Shainesh,Jagdish,N.Sheth,CustomerRelationshipsManagementStrategicPrespective,Macmillan2005.
2. AlokKumaretal,CustomerRelationshipManagement:Conceptsandapplications,Biztantra,2008
3. H.PeeruMohamedandA.Sahadevan,CustomerRelationManagement,VikasPublishing2005.
4. JimCatheart,TheEightCompetenciesofRelatioshpselling,MacmillanIndia,2005.
5. Assel,ConsumerBehavior,CengageLearning,6thEdition.
6. Kumar,CustomerRelationshipManagement - ADatabaseApproach,WileyIndia,2007.
7. FrancisButtle,CustomerRelationshipManagement: Concepts&Tools,Elsevier,2004.
8. Zikmund.CustomerRelationshipManagement,Wiley2012.
9. G.Shainesh,J.JagdishNSeth.CustomerRelationshipManagement

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EA43		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **INTERNATIONAL MARKETING**

**COURSE OBJECTIVE:** The course has been developed so as to acquaint the students with environment, procedural, institutional and decisional aspects of International Marketing.

**COURSE OUTCOME** - Classify strategies for entering export markets from extant knowledge and research. Apply core theoretical concepts in international marketing to find practical solutions to constraints of small businesses.

**UNIT I INTRODUCTION** Nature and scope of International Marketing, Key issues in International Marketing. - Business Practices and Ethics, Cultural, Political, and Legal Environment, Minimizing Environmental Risk.

**UNIT II POLICY FRAMEWORK AND PROCEDURAL ASPECTS** Balance of Payment - India's Export – Import policy – Exim Policy – promotional measures - Export oriented Units – Deemed Exports - Export- Import Documentation – Kinds of Documents – Principal Export Documents – Auxiliary documents – Documents in Import Trade – Export Documentation and procedures - Demand Estimation – GDP – Producer consumer target – Market segmentation.

**Unit III PLANNING FOR INTERNATIONAL MARKETING** Marketing Research, Marketing Information Sources, Marketing Information System, Market Analysis Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones

**UNIT IV INTERNATIONAL MARKETING DECISIONS** Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services. International Pricing Strategy - International Promotion Strategies - Promotion Mix - International Sales Negotiations - Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, International Channels of Distribution - Retailing in International Scenario, International Physical Distribution - Technological Influences in international Marketing - Current trends in international Marketing.

**Unit - V IMPLEMENTING GLOBAL MARKETING STRATEGIES** Negotiation with customers and selection method, E-Marketing channels organization & controlling of the global marketing programme.

**TEXT/REFERENCES**

1. Varshney R.L. and Bhattacharya, B – International Marketing Management (Sultan Chand & Sons)
2. Philip B. Cateoran and John M. Hess: International Marketing.
3. Alexander C. Stanley: Handbook of International Marketing.
4. John Fayerweather: International Marketing
5. David Carson: International Marketing
6. Philip Kotler: Marketing Management

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EA45		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **RURAL MARKETING**

**COURSE OBJECTIVE:** The objective of this course is to explore the student to Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

**COURSE OUTCOME:** Understand the scope, growth, importance of rural marketing and rural environment. 2. Know the concept of rural marketing research and examine the differences between rural, semi-urban and urban markets. 3. Identify the classification of rural consumer based upon the economic status and rural consumer behavior. 4. Examine the rural marketing segmentation, the significance and problems of regulated markets. 5. Analyze classification of markets and the role of regulated markets on marketing of agricultural products.

**UNIT I** Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context-Definition-Nature, Evolution, Scope- Characteristics and potential of Rural Marketing -Importance of Rural Marketing-Factors affecting Rural Marketing-Rural Vs Urban Marketing- Structure of Rural Marketing– Recent Trends in Rural Marketing.

**UNIT II** Rural Marketing Mix: Product Decisions, Pricing Decisions, Promotion Decisions, Distribution, Channel Management, Relationship Management Physical Distribution, Sales force management

Unit III Rural Marketing research- Consumer Behaviour-segmentation of rural market - New product development -Product lifecycle and Rural Marketing Strategies

UNIT IV Product / Service Classification in Rural Marketing - Brand Management in Rural Marketing- Fostering Creativity & Innovation in Rural Marketing- - Sales force Management in Rural Marketing.

UNIT V Retail & IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Consumer Education & Consumer Methods in Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.e- Rural Marketing- CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing- Social Marketing- Network Marketing-Green Marketing

### **TEXT/REFERENCES**

1. Badi & Badi: Rural Marketing, HPH.
2. Rural Marketing – Dogra, Ghuman – TMH
3. Rural Marketing – K. Ramakrishnan – Pearson
4. Rural Marketing – Kashyap, Raut – Biztantra
5. Rural Marketing – T.P. Gopaldaswamy – Vikas

# **HUMAN RESOURCES**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EB33		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: KNOWLEDGE MANAGEMENT**

**OBJECTIVE:**

The goal of the course is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management (KM), and to assist students in pursuing a career in the information sector for profit and not-for-profit organizations. In addition, students will learn to determine the infrastructure requirements to manage the intellectual capital in organizations.

**COURSE OUTCOMES**

Use a framework and a clear language for knowledge management concepts; Describe how valuable individual, group and organizational knowledge is managed throughout the knowledge management cycle; Define the different knowledge types and explain how they are addressed by knowledge management; Describe the major roles and responsibilities in knowledge management implementations; Identify some of the key tools and techniques used in knowledge management applications.

Unit-I: The Knowledge Economy: Data – Information - Knowledge, Attributes of Knowledge as an Economic Resource – Knowledge Capital Vs Physical Capital - Types of Knowledge - Scope of Knowledge Management - Building Knowledge Societies.

Unit- II: Knowledge Management and Information Technology: Role of Information Technology in Knowledge Management Systems, Knowledge Management Tools and Knowledge Portals – Knowledge Organization & Managing Knowledge Workers

Unit-III: The Knowledge Process: Knowledge Management Systems Life Cycle - Stages of KM Process, Knowledge Creation & Knowledge Architecture – Knowledge Capturing Techniques – Knowledge Codification – Transferring and Sharing Knowledge.

**Unit-IV: Implementation of Knowledge Management:** Business Intelligence and Internet Platforms, KM & the Indian experience, Net Banking in India – Role of Knowledge Management in Organizational Restructuring – The Mystique of a Learning Organization - Management of Intellectual Property.

**Unit-V: Future of Knowledge Management and Industry Perspective:** Knowledge Management in Manufacturing and service industry, Challenges and Future of Knowledge Management - Measures for meeting the Challenges of KM- Business Ethics and KM.

**SUGGESTED READINGS:**

1. Mattison: Web Warehousing & Knowledge Management, Tata McGraw-Hill, 2009
2. Becerra Fernandez: Knowledge Management: An Evolutionary View, PHI, 2009
3. Fernando: Knowledge Management, Pearson, 2009
4. B. Rathan Reddy: Knowledge Management, Himalaya, 2009
5. Madan Mohan Rao, Leading with Knowledge, Tata McGraw-Hill, 2011

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EB34			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT**

**OBJECTIVE:**

The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.

**COURSE OUTCOMES**

Gaining knowledge about organizational development process. How to change and develop organizations. Better understanding of the change management model. Skills needed to develop an action plan for the development process. Better understanding of change resistance and how to handle it.

Unit I: Organizational Development Concept – OD Models - Characteristics of OD – OD Components - Process and Methods of Managing Organization Development

Unit II: OD Interventions: Nature of OD interventions – Team Interventions, Personal, Interpersonal & Group Process Interventions – Comprehensive Interventions – Structural Interventions – Problems in OD Interventions, Resistance – individual & organizational.

Unit V: Benefits of OD - OD Consultant: Role, Skills and Dilemmas – Success and Failures of OD - Special Applications of OD - Issues in OD – Future of OD & New Perspectives.

**Unit IV:** Perspectives on Change – How people experience Change - Types of Changes – Forces for Change – Need for Change - Change Process – Seven phases of Change – organisational culture and change - Factors influencing organisational change – Managing change from gender perspective.

**Unit V:** Model of Organisational change, causes of failure of changes, organization changes and process consultation, Manager and the change, Internal and external agent of change - Change Agents and their Role - Contemporary Issues in Organisational Change - Managing resistance to change, effective implementation of change.

**SUGGESTED READINGS:**

1. W.L.French&CHBell:OrganizationDevelopment,PrenticeHallofIndia/PearsonEducation.
2. SPRobbins:OrganizationalBehaviour,Prentice Hallof India
3. UdaiPareek: UnderstandingOrganizationalBehaviour,OUP
4. NilakantandRamnarayan:ManagingOrganisationalChange,ResponseBooks
5. K.Harigopal:ManagementofOrganizationalChange,ResponseBooks.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EB36			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: PERFORMANCE MANAGEMENT**

**OBJECTIVE:**

The objective of this course is to help the students gain understanding of the functions of performance management system in the organization and provide them tools and techniques to be used in appraising the performance of the employees.

**COURSE OUTCOMES**

Define performance management and offer several examples of how a good performance management system can improve an organization's results.

Outline the importance of connecting an employee's daily tasks to an organization's mission, vision, values, and business goals.

**UNIT-I**

Introduction, Role of performance in organization, Dimensions of Performance, Relevance of objectives in organizations, Organizational & individual performance, Performance management & human resources management, Performance Management Process – Performance Management & Performance Appraisal.

**UNIT-II**

Performance planning, Performance analysis, KPAs, Components of Performance planning, Objectives of performance analysis, Process of Performance analysis - Implementation process, Factors affecting implementation - Pitfalls in implementation - Experiences in performance management - Traditional practices, Recent approaches - Balance Scorecard approach to PMS - Benchmarking process.

**UNIT-III**

Purpose of Performance Appraisal, Who can Appraise, Performance appraisal factors, Pros & Cons of Appraising, Appraisal Methods on the basis of approaches – Ranking – Forced Distribution – Paired Comparison – Check List – Critical Incident – Graphic Rating Scale – BARS – MBO – Human Resource Accounting - 360 degree Feedback – Definition & Uses of 360 degree feedback – Rationale for 360 degree feedback – Scope of application in various industries – Advantage and disadvantage of 360 degree feedback.

**UNIT-IV**

Significance of review, Process of performance review, Performance rating, Rating Errors, Reducing rater bias, Performance review discussions, Objectives, Requisites, Process, Role of mentoring, Coaching in performance review discussions.

**UNIT-V**

Essentials of Good Performance Management System - Appraisals & HR Decisions, Reward systems & legal issues in PMS, Managing team performance – Role of Technology in Performance Management - Concept of Potential Appraisal – Requirements for an Effective Potential Appraisal system - Performance Appraisal and Potential Appraisal.

**SUGGESTED READINGS:**

1. "Prem Chadha", Performance Management, Macmillan, 2008.
2. "T. V. Rao", Performance Management & Appraisal Systems, Response Books, 2007.
3. "Herman Aguinis", Performance Management, Pearson Education, 2008.
4. "Peter Ward", 360 Degree Feedback, Jaico Publishing House, 2006.
5. "Dewakar Goel", Performance Appraisal & Compensation Management, PHI, 2008.
6. "B. D. Singh", Compensation & Reward Management, Excel Books, 2007.
7. "R. K. Sahu", Performance Management System, Excel Books, 2007.
8. "Srinivas. R. Kandula", Performance Management", PHI, 2006.
9. Edited by Frances Neale, Handbook of Performance Management, Jaico Publishing, 2008.
10. "Michael Armstrong & Angela Baron", Performance Management, Jaico Publishing, 2007.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EB38		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECTTITLE:LABOURLEGISLATION**

**OBJECTIVE:** This course will help the student to get exposure on Industrial Law. Understandtherelationsshipbetweentheemployee,employer,union andgovernmentandtohaveawar enessof various industrial laws relatingtoemployees.

**COURSE OUTCOMES**

Students will know the development and the judicial setup of Labour Laws. They will learn the salient features of welfare and wage Legislations also to integrate the knowledge of Labour Law in General HRD Practice.

**UNITI**

FactoriesAct,1948-IndustrialDisputeAct,1947

**UNITII**

IndustrialEmployment(StandingOrder)Act,1946 - EmployeeProvidentFund&MiscellaneousAct, 1952-TradeUnion Act, 1926

**UNITIII**

PaymentofWagesAct,1936-MinimumWagesAct,1948-EmployeeStateInsuranceAct,1948

**UNITIV**

Paymentof BonusAct,1965-PaymentofGratuityAct,1972

**UNITV**

WorkmenCompensation Act,1923-MaternityBenefitAct, 1961-TheApprenticeAct, 1961

**References:**

1. N.D.Kapoor(2006),Industrial Law,Himalayapublishers
2. S.C.Srivastava(2009),IndustrialRelationsandLabourLaws,Vikas

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EB39		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: COMPENSATION & REWARD MANAGEMENT**

**OBJECTIVE:**

The course is designed to promote understanding of issues related to the compensation and rewarding human resources in the organizations and to impart skills in designing analyzing and restructuring reward management systems, policies and strategies.

**COURSE OUTCOMES**

Recognize how pay decisions help the organization achieve a competitive advantage. Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.

**UNIT I:**

Wage concepts, Theories of Wages, Importance, Wage Policy, Criteria for Wage Fixation, Techniques of Wage Determination. Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration. Impact of compensation and employees benefit on organizational effectiveness; Economic and Behavioral issues in compensation.

**UNIT II:**

Role of compensation in organization, Determination of Inter and Intra-industry Compensation Differentials, Internal and External Equity in Compensation Systems. Factors influencing compensation levels, compensation as motivational tool, compensation policy.

**UNIT III:**

Conventional reward methods and their inadequacies. Developing reward strategy – skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation. Compensation for executives and R&D staff. Reward structure in new industries (BPO, IT, Hospitality, Tourism, etc.), MNCs and other organizations. Remuneration plan and business strategy.

**UNIT IV:**

Profit sharing, payment of bonus. Understanding Different Components of Compensation Packages like Fringe Benefits, Incentives and Retirement Plans, Compensation Practices of Multinational Corporations and Strategic Compensation Systems. Understanding tools in designing, improving and implementing compensation packages

**UNIT V:**

Law relating to payment of wages and bonus in India. Statutory Provisions Governing Different Components of Reward Systems- Working of Different Institutions Related to Reward System like Wage Boards, Pay Commissions, Role of trade unions in compensation management.

**SUGGESTED READINGS:**

1. Milkovich, Compensation, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008.
2. B.D. Singh, Compensation and Reward Management, Excel Books, New Delhi, 2006.
3. Henderson, Richard, I: Compensation Management: Rewarding Performance, PHI
4. Henderson, Compensation Management in a Knowledge Based World, Pearson Education, New Delhi, 9<sup>th</sup> Edition.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EB40			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECTTITLE:CROSSCULTURALMANAGEMENT**

**OBJECTIVE:**

The objective of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

**COURSE OUTCOMES**

- Increase their behavioral effectiveness in interactions with people from other cultures;
- Develop insights about the role of leadership to bridge across different cultures and create synergies; and,
- Deepen self-awareness as a continuously-learning individual in a multi-cultural global system.

**Unit-1: Introduction** Determinants of Culture Facets of culture Levels of Culture National Cultural dimensions in the business context The influence of National Culture on business culture. Business Cultures: East and West.

**Unit-2: Cultural Dimensions and Dilemmas:** Value orientations and Dimensions Reconciling cultural dilemmas Culture and Styles of Management: Management tasks and cultural values.

Unit-3: Culture and Organizations: Culture and corporate structures Culture and Leadership Culture and Strategy Cultural change in Organizations - Culture and marketing Cultural Diversity.

Unit- 4: Culture and Communications: Business communication across cultures Barriers to intercultural communication Negotiating Internationally.

Unit-5: Cross Cultural Team Management: Working with International teams Groups processes during international encounters Conflicts and cultural difference Understanding and dealing with conflicts Developing Intercultural relationships.

**References**

Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2010.  
David C. Thomas: Cross Cultural Management, 2/e, Sage Publications, 2008.  
Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2001.  
Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2010.  
Richard Mead: International Management - Cross cultural Dimension, 3/e, Blackwell, 2005.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EB39			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: CONFLICT AND NEGOTIATION MANAGEMENT**

**OBJECTIVE:**

The course plan to develop an understanding of conflict dynamics and the art and science of negotiation. On the completion of syllabus, students will be in a position to answer the role that can be played by conflict resolution techniques such as mediation.

**COURSE OUTCOMES**

Students will recognize the nature of conflict and its impact on interpersonal relationships and organizations. Students will demonstrate the role of communication in generating productive conflict outcomes and to use communication skills effectively in a range of specific conflict situations.

**UNIT I:**

Conflict: concept, definition – sources of conflict – individual differences – power and influence – Changing view of conflict at work – Role of conflict in organizations – Conflict and organizational culture – transitions in Conflict thought – Conflict Process.

**UNIT II:**

Types & Levels of conflict: Functional Vs Dysfunctional Conflict - Individual & Group Level Conflict; Organization level Conflict; Preventing & Resolving interpersonal conflict and intergroup conflict - Coalitions - Conflict resolution, Superior/subordinate interactions and conflict resolution – ethics in conflict resolution – leadership approaches to conflict situation – managerial approaches to conflict.

**UNIT III:**

Meaning and definition of stress, link between conflict and stress, sources of stress, distress vs. eustress, consequences of stress, measures individuals and organizations can adopt for eliminating or managing stress.

**UNIT IV:**

Negotiations: meaning, definition and importance of negotiation, concept of bargaining and exchange, types of bargain. Approaches towards effective negotiation - Negotiation process – Negotiation as an approach to conflict management.

**UNIT V:**

Negotiations Strategies - Integrative bargaining - Targets and aspirations - Contingent contracts – Trust and relationships - Issues in Negotiations - Developing negotiating skills - Negotiations simulations - in basket exercises.

**SUGGESTED READINGS:**

1. Lewicki, Saunders, Barry, Negotiation, TMGH.
2. Eirene Rout, Nelson Omika, Corporate Conflict Management – Concepts & Skills, PHI.
3. Subbulakshmi, Conflict Resolution Techniques, ICFAI University Press. Barbara Corvette, Conflict Management, Pearson Education.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EB42			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**^SUBJECTTITLE:INDUSTRIALRELATIONS**

**OBJECTIVE:**

This course will help the student to get exposure on Industrial Relations. Understand the relationship between the employee, employer, union and government.

UNIT I Industrial Revolution – IR Concept, Importance & Scope – Factors affecting IR – Approaches to IR – IR Policy Pre Independence & Post Independence – ILO- Changing Scenario of Industrial unrest

UNIT II Trade Union Movement in India – Aim, objectives, structure and governing of trade unions - Theories of trade unionism - Disputes – Impact – Causes – Strikes – lockouts - layout – Prevention- Industrial harmony- Government Machinery – Conciliation – Arbitration – Adjudication- Grievance procedure

UNIT III Labour Welfare works – concepts, need, importance, scope & Features – Approaches to Labour Welfare – Worker’s Education – Concept, Objectives – Workers Education in India – Level of Workers Education – Workers Training

**UNIT IV** Collective Bargaining – Concept, Features, Importance – Principles of Collective Bargaining – Forms of Collective Bargaining – Process of Negotiation during Bargaining

**UNIT V** Worker’s Participation in Management – Concept, Objective – Forms of participation – Level of participation – Functions of Joint Council – Condition necessary for effective working

**References Books**

1. Dynamics of Industrial Relations, Memoria, Memoria & Gankar (2008), Himalaya Publishing House
2. Industrial Relations in India, Ratan Sen (2010) MacMillan
3. Industrial Relations Emerging Paradigms, B.D. Singh (2010), Excel Books

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EB43		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: TRAINING AND DEVELOPMENT**

**OBJECTIVE:**

The objective of this course is to help the students gain understanding of the objectives of training in the organization and provide them tools and techniques to be used in training the employees. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

Unit I – Training – Concept – training and development- training and HRD – Scope – Objectives – Importance of training – Problems of training – Role and responsibilities of training – Technology in Training – Future trends in training.

Unit II – Training Process - Analysis of Training Needs – Organizational analysis: Task, Person, Requirement Analysis – Methods and Techniques of TNA – why conduct TNA – When to conduct TNA – Gathering TNA data – TNA Process – TNA Approaches.

Unit III – Important Considerations while designing training – Factors affecting training design – Constraints in design – budgeting for training – types of cost involved in training – Developing Training Objectives – types of training objectives – Designing the training programme, training implementation, training policy and plan, types of training, training methods & its advantages and disadvantages.

**Unit IV -** Logistical and Physical Arrangements – Implementation of Training - Tips for trainer for effective implementation – Evaluation – Types of evaluation instruments, evaluation design & techniques, training audit – Classroom Management – Training Policy.

**Unit V -** The need & importance of management development - Approach to management development - Sources of knowledge and skills - Special needs of Technical Managers, Strategies to develop Technical Managers - Training for Executive Level Management – Self Development – Career Management.

**SUGGESTED READINGS:**

1. B. Janakiraman, Training and Development, Biztantra, New Delhi, 2008.
2. Employee Training And Development - Raymond Noe
3. Every Trainers Handbook - Devendra Agochia
4. 360 Degree Feedback, Competency Mapping And Assessment Centre - Radha Sharma
5. Training And Development - S.K. Bhatia

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EB44			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: TALENT MANAGEMENT**

**OBJECTIVE:** This course will help the student to get exposure on Talent management. Understand the how to acquire talent employees and how to retain such employees in the organization for effective performance and achievement of goals.

**COURSE OUTCOMES**

Understand and explain talent Management practices in India and Global level.

- Understand and explain How to Acquire and retain talent.
- Understand the interplay between various aspects of Talent Acquisition, retention and development of talent.
- Understand and appreciate the role manager to manage talent

**Unit 1: Introduction to Talent Management:**

Overview, History, Scope and Need of Talent Management, Source of Talent Management, Tools for Managing Talent Role of HR in Talent Management, Role of the HR Manager, Talent Management Process

**Unit 2: Building Blocks for Talent Management:** E, Talent Management System, Effective Talent Management System, Building Blocks of Effective Talent Management System, Critical Success Factors to Create Talent Management System, Key Elements of Talent Management System.

Unit 3: Approaches to Talent Management: Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies Talent Management and Organisational Environment - Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour

Unit 4: Talent Planning, Acquisition, Engagement and Retention: Talent Planning, Objectives of Talent Planning, Steps in Strategic Talent Planning, Talent Acquisition, Recruiting Process, Talent Engagement and Retention, Employee Engagement and Retention, Improving Employee Retention

Unit 5: Compensation and reward strategies for Effective Talent Management: Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Talent Management and Corporate Restructuring; Corporate Reconstruction, Timing the Corporate Reconstruction, Organisational Issues and Talent Management Challenges

## References:

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan PageLtd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, PearsonEducation, Prentice HallUpper SaddleRiver, New Jersey
3. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, JosseyBass, AWiley Imprint
4. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A WileyImprint 6. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower PublishingLtd., Hampshire Ltd.

**FINANCE**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EC33			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**OBJECTIVE:**

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and to give the students an in-depth knowledge of the theory and practice of Portfolio Management.

**COURSE OUTCOME** To provide a theoretical and practical background in the field of investments. • Designing and managing the bond as well as equity portfolios in the real world. • Valuing equity and debt instruments. • Measuring the portfolio performances.

**UNIT-I: Introduction to Investment and Securities** Introduction to Securities – Types of Securities – Investment Process – Investment Alternatives – Securities Markets – Stock Exchanges and its Functions – Functions and guidelines of SEBI. Risk Return: Security Returns – Risk Measurements – Picturing Risk and Return.

**UNIT III FUNDAMENTAL ANALYSIS**

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques Graham and Dodds investor ratios.

**UNIT IV TECHNICAL ANALYSIS**

Fundamental Analysis Vs Technical Analysis – History of Technical Analysis – Technical Tools Dow theory - Trend Models - Market Indicators – Efficient Market Theory : Basic Concepts – The Random Walk Theory.

**UNIT – III: Valuation of Securities**

Valuation of Bonds: Bond VS Debenture- Classification of Bonds – Time Value Concept – Methods of Bond Return and Valuation- Bond Value Theorems – Convexity – Immunisation – Valuation of Equity: Return on Equity – Various Model of Equity Valuation.

**UNIT – 5: Portfolio Management**

Portfolio Management: Definition – Selection of portfolio – Markowitz model – Sharp Index Model – Capital Asset Pricing Theory and Arbitrage Pricing Model – Portfolio Evaluation – Portfolio Revision.

**SUGGESTED READINGS:**

1. Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI, New Delhi
2. Bhal, V.K.: Investment Management – Security Analysis and Portfolio Management, S.Chand, New Delhi
3. Alexander, Gordon J. and Sharpe, William F.: Fundamentals of Investments: Englewood Cliffs, Prentice Hall Inc, New Jersey
4. Elton, Edwin J. and Gruber, Martin J.: Modern Portfolio Theory and Investment Analysis, John Wiley, New York.
5. Amling, Frederic: Investment, Englewood Cliffs, Prentice Hall, New Jersey

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EC35			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECTTITLE:DERIVATIVESMANAGEMENT**

**OBJECTIVE:**

To give an in-depth knowledge of the functioning of derivatives securities market.

**COURSE OUTCOME** Students will be able to analyze the risks in different financial markets. Acquire ability to selection of various options and then can apply them to specific markets. Student will be able to strategically manage the financial derivatives.

**UNIT I INTRODUCTION**

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC - Derivative Market - Economic functions of derivative market.

**UNIT II FUTURES CONTRACT**

Specifications of Futures Contract - Margin Requirements – Contract Size - Market Quotes - Hedging using Futures – Types of Futures Contracts – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

**UNIT III OPTIONS**

Definition – Exchange Traded Options, OTC Options – Option Pricing Models – Call and Put Options – American and European Options – Option payoff, option on Securities, Stock Indices, Currencies and Futures .

**UNIT IV SWAPS & Forward Contract**

Definition of SWAP – Types of SWAP - Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Valuation of Interest rate SWAPs and Currency SWAPs – Forward Contract – Forward Pricing

**UNIT V DERIVATIVES IN INDIA**

Evolution of Derivatives Market in India – Regulations & Framework – Derivative Trading – Commodity Futures - Determination of the Fair Value of Futures and Options Prices, Interactions between Spot Equity Trading and Trading in Derivatives. Index Options and Futures, Constructing an Index.

**SUGGESTED READINGS:**

1. Chance, Don M.; An Introduction to Derivatives; Dryden Press, International Edition
2. Chew Lillian; Managing Derivative Risk, John Wiley, New Jersey
3. Das, Satyajit; Swap & Derivatives Financing, Probes
4. Hull, J. Robert W.; Understanding Futures Markets, Prentice Hall, New Delhi
5. Kolb, Robert W.; Understanding Futures Markets, Prentice Hall Inc, New Delhi
6. Kolb, Robert; Financial Derivatives, New York Institute of Finance, New York
7. Marshall, John and V. K. Bansal; Financial Engineering – A Complete Guide to Financial Innovation, Prentice Hall Inc, New Delhi
8. Report of Prof. L. C. Gupta, Committee on Derivatives Trading
9. Report of Prof. J. C. Verma, Committee Report on Derivatives Trading.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EC35			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: PROJECT FINANCE**

**OBJECTIVE:**

The objective of the course is to provide to the students a specialized knowledge of the techniques of evaluating proposed investments and to acquaint them with the problems encountered in the decisional process pertaining to capital investments of the project.

**COURSE OUTCOME**

Understand project finance, process, structures, participants and their interests Discuss types of project finance and cooperation Value projects and forecast cash flows with detailed sensitivity analysis Analyse potential financing opportunities for project finance and evaluate forms of financing

**UNIT I:**

**Basics of Project Finance:** Characteristic and major elements of Projects, Project Planning and Control, -Macroeconomic assumptions - project costs and funding

**UNIT II:**

**Sources of Finance:** Sources of finance for projects - Financial Instruments - Performance indicators for projects - project cash flows - Appraisal and validity of financing projects - Financial Engineering

**UNIT III:**

**Project Risk Management:** Project Risk - Identification - Types of Project Risks - Risk Analysis and Transfer - understanding risk measurement techniques.

**UNIT IV:**

**Contract Management:** Introduction - Preparation of Tender - Initial evaluation of Tender - Preparation of promoter's bids - project conditions - Incentives and Penalties - Legal Aspects and agreements.

**UNIT V:**

**Project feasibility analysis:** capital budgeting - project evaluation - project planning - Tools used for analyzing the feasibility of a project - project appraisal process - CPM and PERT.

**SUGGESTED READINGS:**

1. K. Nagarajan: Project Management, New Age International Publication, New Delhi
2. Goel B. B.: Project Management
3. Albert Lester: Project Planning and Control, Butterworth & Co. (Publication) Ltd., London
4. Mohsin M.: Project Planning and Control, Vikas, New Delhi

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EC36		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: FINANCIAL SERVICES AND INSTITUTIONS**

**OBJECTIVE:**

This course provides an understanding of the following fund-based and fee-based financial services offered by financial intermediaries such as non-banking finance companies, banks and financial institutions. This course will also focus on issues concerning the financial management of financial intermediaries.

**COURSE OUTCOME**

Enable the students to understand the practical applications of statistical techniques. Develop the skills to understand the relationship among different variables. Develop the skills to calculate simple and Compound Interest.

UNIT I Evolution of Financial Services – Indian Financial System – Types of Financial System – Financial Markets – Operational Effectiveness – of Financial Market – Money Market – Money Market Instruments – Capital Markets – Capital Market Instruments.

UNIT – I: Non-Banking Financial Companies: Meaning – Features- Role of NBFC in India- LEASING AND HIRE PURCHASING- Legal Aspects of Hiring and Leasing- Types of Leasing.- Rights of Hirer and Hire – Purchase - Accounting Treatment of Leases - Lease Vs. Hire Purchasing

UNIT – III: Financial Institutions: Role of financial Institution in financial markets – Development Banking Institutions - IDBI, IFCI, ICICI, IRBI, NABARD, SIDBI, and EXIM Bank- Objectives, operations, schemes of financing

**UNIT – IV: International Market and Financial Services** International Financial Institutions - International Monetary Fund, Asian Development Bank, World Bank. International Financial Market, International Financial Assets and Services

**UNIT – V: Credit Rating:** Credit Rating system – Growth factors CRISIL Ratings for short term instruments Credit rating process

**SUGGESTED READINGS:**

1. Financial Services By Dr. S. Gurusamy TMH.
2. Financial Services, By Nalini PRAVATRI PATHY, PHI Learning PVT Ltd.,
3. Financial markets, Institutions & Services by NK Gupta and Monika Chopra – Ane books Pvt Ltd., www.anebooks.com
4. Financial services M. Y Khan, TMH.
5. Financial markets and Institutions by Jeff Madura, India Edition, Cengage Learning.
6. Financial services and system By K. Sasidharan and Alex K. Mathews, TMH.
7. Financial Services S. Mohan and R. Elangovan, By Deep and Deep publication.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EC37		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: INTERNATIONAL FINANCE**

**OBJECTIVE:**

To give the students an overall view of the international financial system – instruments and markets.

**COURSE OUTCOME** Students shall have a fair understanding of the international financial tactics including the international trade, international investment scenario and various kinds of exposures. Students will be aware of the different kinds of foreign exchange management techniques including hedging, currency arbitrage, etc. They will be in a position to manage multinational working capital in an efficiently and effectively. Students will also understand & manage the risks that MNCs have to deal with.

**Unit I**

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM - History of Global Monetary Systems - Evolution and practices in Foreign Exchange Markets - International Financial Institutions

**Unit II**

Fundamentals of Foreign Exchange – Parity theory and conditions – Factors affecting determination of Exchange rate – Various exchange rate types.

**Unit III**

Exposure and Risk Management - hedging – speculation – arbitrage - internal and external techniques of hedging – derivatives – meaning – significance – types.

**Unit IV**

Regulatory Framework for International Finance - Short term financial management in a global set-up – treasury functions – International Taxation – Double Taxation Avoidance Agreement

**Unit V**

Global capital Markets: Issues, investors, intermediaries. Disintermediation, Deregulation, Securitization, Globalization. Various methods of raising resources by borrowers in International markets. Types of Bonds, Floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, Equity related Bonds. Procedure for Bonds Issues.

**SUGGESTED READINGS:**

1. Shaprio, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
4. Eitman, D. K. and A. I. Stenehill: Multinational Business Cash Finance, Addison Wesley, New York
5. Henning, C. N., W. P. P. and W. H. Scott: International Financial Management, McGraw Hill, International Edition.
6. Levi, Maurice D.: International Finance, McGraw Hill, International Edition
7. Rodrigues, R. M. and E. E. Carter: International Financial Management, Prentice Hall, International Edition
8. Yadav, Surendra S., P. K. Jain and Max Peyrard: Foreign Exchange Markets, MacMillan, New Delhi
9. Zeff, D. and J. Zwick: International Financial Management, Prentice Hall, International Edition.
10. Sharan: International Financial Management, PHI, New Delhi

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EC39			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: INSURANCE AND RISK MANAGEMENT**

**OBJECTIVE:**

To provide the basics of insurance contracts and to explain the various types of insurance policies.

**COURSE OUTCOME**

Evaluate the growth and Development of Insurance Business. • Understand the working and functioning of the Insurance Sector. • Study the inter-relationship between Insurance & Risk Management. • Analyze the Role of Insurance Business Intermediaries. • Obtain an overview of Regulatory Framework of Insurance Sector

**UNIT–I: Introduction to Insurance:**

Insurance - Principles of Insurance- Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts. benefits and cost of insurance system

**UNIT–II: Types of Insurance:**

Classification of Insurance -Life Insurance -Principles - Products-General Insurance –Principles of general insurance – General Insurance Products (Fire, Motor, Health). Insurance Pricing– Insurance Market & Regulation–Solvency regulation.

**UNIT–III Risk Management:**

Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk. Understanding the cost of risk - the evolution of enterprise risk management.

**UNIT–IV: Risk Management Techniques:**

Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk - Options – Forward contracts – Future contracts – SWAPS – Hedging–Optimal hedges for the real world.

**UNIT V Insurance as a Risk Management Technique**

Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage.

**SUGGESTED READINGS:**

1. DR.P.K.GUPTA: Insurance and Risk Management, 1st edition, Himalaya Publishing House.
2. DR.P.K.GUPTA: Fundamentals of Insurance, 1st edition, Himalaya Publishing House.
3. C.Gopala Krishnan: Insurance Principles & Practice, Sterling Publishers Pvt. Ltd., New Delhi.
4. George G.R.Lucas, Ralph H. Wherry: INSURANCE, Principles and Coverages, U.S.A.
5. Prof.K.S.N.Murthy and K.V.S.Sarma: Modern Law of Insurance in India, N.M. Tripathi Pvt. Ltd., Bombay.
6. P.S.Palande, R.S.Shah, M.L.Lunawat: Insurance in India, Sage Publications, New Delhi.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EC39			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: CORPORATE FINANCE**

**OBJECTIVE:**

Student will acquire Nuances involved in short term corporate financing, Good ethical practices

**COURSE OUTCOME** -Students are able to calculate the cost of capital, to analyze empirical data that determines risk factors; to build long-term and short-term financial models, describing the company's growth; to understand the principles of the credit policy of the company, the relationship of long-term and short-term decisions and their impact on the company's value; to perform the company's valuation based on different approaches.

**UNIT I INDUSTRIAL FINANCE**

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units.

**UNIT II SHORT TERM-WORKING CAPITAL FINANCE**

Estimating working capital requirements – Approach adopted by Commercial banks, commercial paper- Public deposits and inter corporate investments.

**UNIT III ADVANCED FINANCIAL MANAGEMENT**

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

**UNIT IV FINANCING DECISION**

Simulation and financing decision - cash inadequacy and cash insolvency- determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs-Inter-dependence of investment-financing and Dividend decisions.

**UNIT V CORPORATE GOVERNANCE**

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

**TEXTBOOKS**

1. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2011
2. I.M. Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2012.

**REFERENCES**

1. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
2. M. Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011
3. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
4. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
5. Website of SEBI

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EC42		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECTTITLE:MICROFINANCE**

Objectives:To enablethestudentstounderstandtheprinciples,practicesandapplicationinMicroFinance

**COURSE OUTCOME.**

The participants would get a good understanding on the functioning of the various Micro finance models which are existing in India as well as abroad.

It seeks to develop an understanding about the MFIs and their changing role in developing the sector and how Micro Finance is being marketed in the economy.

UNIT I Introduction: Evolution: Impact and Importance: Micro Financial Services: Steps Initiated in Development of Micro finance

UNIT II Role of Regulatory body in Micro finance: Rural Credit system: Self Help groups (SHG): What is SHG: Features of SHG: Objectivity of SHG: Role of SHG in Micro finance: Self Help group promoting institutions (SHPI): Formation of SHG: Credit Linkage

UNIT III Micro Finance Services: Weaker Sections: SHG-Bank Linkage: Banks and Financial Intermediaries: SHG-Thrift, credit, and Other Financial Services

**UNIT IV** Formation and development of Micro Services. Micro Finance Institutions: Role of MFI in developing Micro Finance: Enhancing Institutional Finance

**UNIT V** Micro Finance and Rural Development: Micro Credit Institutions: Non Government Organization (NGO). Prospects of Micro Finance: RBI Role in Regulating: Bank's Role in Micro Finance: Growth of Micro Finance: Development of Micro Finance: Credit Plans: Credit Schemes: social Banking.

**Reference Books**

1. Micro finance and poverty reduction by Susan Johnson and Bren Rogaly – Oxfam 1997
2. Indian microfinance-the challenges of rapid growth-by Prabughate – Sage 2007
3. Microfinance hand book-by Jonnaledgerwood – E book
4. Commercial banks in microfinance-by Malcolm Harper and Sukhwinder Singh Arora – Teri Press 2005.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EC43		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: STRATEGIC FINANCIAL MANAGEMENT**

**Objectives:** To equip the students with necessary strategic knowledge and skills received to evaluate discussions or capital restructuring, mergers and acquisitions.

**COURSE OUTCOME**

Learners will recognize the current market scenario and upgrade the skills and knowledge of long-term sustainability. Learners will absorb changing scenario in Banking Sector and provide guidance towards choosing banking as a career option and also study made on financial management in banking sector. Learners will realize the contemporary issues related to financial management.

UNIT I Sale of existing assets and making discussions on complex investment opportunities and managing risk- Financial planning- Analyzing Financial Performance- Approaches to Financial Planning- Short-term Financial Planning

UNIT II Strategic Alliances- Ownership Restructuring- Leveraged Buyouts- Sell Offs- Leveraged Recapitalizations- Distress Restructuring- Merges & Acquisitions- Financial Framework- Merger as a Capital Budgeting Decision- Legal and Tax Aspects- Post Merger Integration Issue,

UNIT III Acquisition/ Take over Codes- Techniques – Defensive Strategies- Cross Boarder Deals

UNIT IV Corporate Sickness- The Magnitude- Different interpretation of Sickness- Causes- Turnaround- Turnaround Types- Basic Approaches- Surgical Vs. Human – Phases in Turnaround Management-

UNIT V Strategy and Cost Management- Strategy Formulation and Cost System Design- Alternate Strategies- Objectives of Cost Management Systems- Broken Cost System- Causes and Remedies- Cost of Quality- Activity Based Costing principles- Target Costing.

**Reference Books**

1. Sharplin, 'Strategic Management', McGraw Hill.
2. Weston J. Fred & E.F. Brigham, 'Managerial Finance', Drydon Press
3. James C. Van Horne, 'Financial Management and Policy', Prentice Hall of India
4. M. Y. Khan, 'Financial Services', Tata McGraw Hill- 3rd Edition
5. Richard A. Brealey and Stewart C. Myers, 'Principles of Corporate Finance', Tata McGraw Hill.
6. Pradip M. Khandwalla, 'Innovative Corporate Turnarounds', Saga Publications
7. G. P. Jakhotiya, 'Strategic Financial Management', Vikas Publications

SEMESTER	FOUR	NATURE	ELECTIVE	L	P	T	C
COURSECODE		17260EC44		3	0	0	3

**SUBJECT TITLE: MERCHANT BANKING AND FINANCIAL SERVICES**

**OBJECTIVES:** To enable student to Understand the modes of issuing securities, Acquire and financial evaluation technique of leasing and hire purchase.

**COURSE OUTCOME**

To impart knowledge regarding the components of Indian Financial System. • To provide in depth understanding of different avenues of financial system viz. capital markets, banking, insurance, mutual funds & other related services. • To enable the students to understand the role & functioning of regulatory bodies in financial sector

**UNIT I MERCHANT BANKING**

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank -Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

**UNIT III ISSUE MANAGEMENT**

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments

– Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars – Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRIMarketing – Post Issue Activities.

**UNIT III OTHER FEE BASED SERVICES**

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

**UNIT IV FUND BASED FINANCIAL SERVICES**

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT V OTHER FUND BASED FINANCIAL SERVICES**

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.

**TEXT BOOKS**

1. M. Y. Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.

**REFERENCES:**

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
2. J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi, 2nd Edition, 2011.
5. Website of SEBI

**PRODUCTION**  
**&**  
**OPERATIONS**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260ED33		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: PROJECT MANAGEMENT**

**OBJECTIVE:**

This course focuses on project management methodology that will increase the ability of students to initiate and manage projects more efficiently and effectively. Also they will learn key project management phases through an innovative model.

**COURSE OUTCOME**

Assumes responsibility as a professional practitioner of project management, applying PM principles and practices while maintaining high standards of practice, making ethical judgments and decisions in a respectful, and sustaining professional standing through a commitment to life-long learning

**UNIT I INTRODUCTION TO PROJECT MANAGEMENT**

Project Management – Definition – Goal- Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection Project Teams.

**UNIT II PLANNING AND BUDGETING**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

**UNIT III SCHEDULING & RESOURCE ALLOCATION**

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources Goldratt's Critical Chain.

**UNIT IV CONTROL AND COMPLETION**

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

**UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT**

Project Management Information System: Computer based tools, features of PMIS, using project management software, (MS Projects). Project Evaluation, Reporting & Termination: Project reviews & reporting, closing the contract.

**SUGGESTED READINGS:**

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. John M. Nicholas, Project Management for Business and Technology- Principles and Practice, Second Edition, Pearson Education, 2006.
3. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.
4. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260ED34			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: PLANNING & CONTROL OF OPERATIONS**

**OBJECTIVE:**

This course is designed to acquaint the student with the methods of planning and control for Operations. It helps to identify and discuss forecasting models in the qualitative and quantitative areas.

**COURSE OUTCOME**

Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments. Develop aggregate capacity plans and MPS in operation environments.. Plan and implement suitable materials handling principles and practices in the operations. Plan and implement suitable quality control measures in Quality Circles to TQM.

**UNIT-I**

**Planning & Control of Operations:** Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing - Process layout indicating flow Chart of material from machine to machine. Dispatch in production control - documentation.

**UNIT-II**

**Demand Forecasting:** Forecasting as a planning tool, Why do we forecast, Forecasting time horizon, Design of forecasting systems, Developing the logic of forecasting, Sources of data, Models for forecasting, Extrapolative methods using time series, Causal methods of forecasting, Accuracy of forecasts, Using the forecasting system.

**UNIT-III**

**Aggregate Production Planning:** Planning Hierarchies in operations, Aggregate Production planning, Need for Aggregate Production planning, Alternatives for managing demand, Alternatives for managing supply, Basic strategies for aggregate production planning, Aggregate production planning methods, Master Production Scheduling.

**UNIT-IV**

**Resources Planning:** Dependent Demand Attributes, Planning a framework - the basic building blocks: Multiple levels in products, Product Structure, The Bill of Materials, Time phasing of the requirements, Determining the Lot Size, Incorporating Lead time information, Establishing the planning premises. MRP Logic, Using the MRP system, Capacity Requirements planning, Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in services

**UNIT-V**

**Scheduling of Operations:** Need for Scheduling, Scheduling - Alternative terms, Loading of machines, Scheduling Context, Scheduling of Flow Shops, Scheduling of Job Shops, Input-Output Control, Operational Control Issues in Mass production systems.

**SUGGESTED READINGS:**

1. Operations Management: Theory and Practice by B Mahadevan, Pearson, 2<sup>nd</sup> Edition.
2. Operations Management by Terry Hill, Palgrave, 2<sup>nd</sup> Edition
3. The fundamentals of Production Planning and Control by Stephen Chapman, Pearson, 1<sup>st</sup> Ed.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260ED36		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: TECHNOLOGY MANAGEMENT**

**OBJECTIVE:**

This course helps to understand the dynamics of technological innovation and be familiar with how to formulate technology strategies.

**COURSE OUTCOME-** Apply Measurement And Analytical Tools To Improve Process Systems  
 Apply Measurement And Analytical Tools To Increase The Quality Of Products And/Or Services  
 Provide Leadership, Guidance, And Assistance To Coworkers When Implementing Changes  
 Understand The Financial And Legal Workings Of Organizations.

**UNIT-I**

**Introduction**

Definition, Characteristics of Technology, Role and Importance of Management of Technology - Technological Environment - Level of Environment - Changes in the Technological Environment, Major Developments in Technological Environment.

**UNIT-II**

Innovation Management: Concept of Innovation; invention and creativity, Drivers and process of innovation - Classification of innovation management of innovation. Technology Evolution - Technology progression, Technology change agents, Evolutionary characteristics of technological change - Drivers of Change in Value Chain, Modes of Value Chain Configuration, Value Chain Configuration and Organizational Characteristics

**UNIT-III**

Technological Forecasting: Meaning of Technology forecasting, uses of Technology forecasting, Technology forecasting techniques: Exploratory and Normative: technique; Process and application of techniques like Delphi, Growth Curves, S-curve, Pearl Curve, Gompertz curve :Relevance Tree, Morphological Analysis, Mission Flow Diagram

**UNIT-IV**

**Technology and Competition**

Competitive Consequences of Technological Change, Technological Characteristics of Competitive Domains, Dynamics of Change in Competitive Domains-

Technology Intelligence

Technology Strategy

**UNIT-V**

**Technology and Organizational Issues:** Technological change and Industrial Relations, Technology Assessment and Environmental Impact Analysis Integration of People and Technology, Organizational and Psychological Factors, Organizational Structure.

**SUGGESTED READINGS:**

1. Managing Technology and Innovation for Competitive Advantage, V.K. Narayanan, Pearson Education.
2. Managing Technology – The Strategic View, Lowell W. Steele, McGraw Hill.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260ED37			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: LOGISTICS MANAGEMENT**

**OBJECTIVE:**

The objective of this course is to get the exposure of logistics management and to understand the relationship between the logistics and packaging.

**COURSE OUTCOME**

**learn logistics concepts and basic activities**

**Know the history of Logistics.**

**Define basic logistics activities.**

**Associate logistics activities with other business activities.**

**UNIT-I: Introduction to Logistics and Competitive Strategy**

Definition and Scope of Logistics – Functions and Objectives – Customer Value Chain – Service Phases and Attributes – Value Added Logistics Services – Role of Logistics in Competitive Strategy.

**UNIT-II: Warehousing and Materials Handling** Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing

– Virtual Warehouse. Material Handling equipment and Systems – Role of Material Handling in Logistics. Material Storage Systems – Principles – Benefits – Methods. Automated Material Handling.

**UNIT-III: Performance Measurement and Costs**

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost – Identification, Time Frame and Formatting.

**UNIT-IV: Transportation and Packaging**

Transportation System – Evolution, Infrastructure and Networks. Freight Management – Route Planning – Containerization. Modal Characteristics, Inter-Modal Operators and Transport Economies. Packaging – Design considerations, Material and Cost. Packaging as Unitization – Consumer and Industrial Packaging.

**UNIT-V: Current Trends**

Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management. Automatic Identification Technologies. Warehouse Simulation. Reverse Logistics – Scope, Design and as a Competitive Tool. Global Logistics – Operational and Strategic Issues. Strategic Logistics Planning.

**SUGGESTED READINGS:**

1. Douglas MLambertetal, FundamentalsofLogisticManagement, McGrawHill, 1997.
2. SopleVinodV, LogisticsManagement– TheSupplyChainImperative, PearsonEducation, Indian Reprint 2004.
3. RonaldHBallou, BusinessLogisticManagement, PHI, 2005.
4. BenjaminSBlanchand, LogisticEngineeringandManagement, PearsonEducation, 2009.
5. BloombergDavidJ etal., Logistics, PrenticeHall India, 2005.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260ED37		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: SUPPLY CHAIN MANAGEMENT**

**OBJECTIVE:**

The objective of this course is to get the exposure of supply chain management and to understand the relationship between the procurement and supply chain management.

**COURSE OUTCOME**

Develop a sound understanding of the important role of supply chain management in today's business environment. Become familiar with current supply chain management trends Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations

**UNIT-I: Introduction Supply Chain–**

Fundamentals, Importance, Decision Phases, Process View. Supplier–Manufacturer –Customer Chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems.

**UNIT-II: Strategic Sourcing**

In-sourcing and Out-sourcing – Types of Purchasing Strategies. Supplier Evaluation, Selection and Measurement. Supplier Quality Management. Creating a world class Supply Base. World Wide Sourcing.

**UNIT-III: Supply Chain Network**

Distribution Network Design – Role, Factors Influencing, Options, Value Addition. Models for Facility Location and Capacity Location. Impact of uncertainty on Network Design. Network Design Decisions Using Decision Trees. Distribution Center Location Models. Supply Chain Network Optimization Models.

**UNIT-IV: Planning Demand, Inventory And Supply**

Overview of Demand Forecasting in the Supply Chain. Aggregate Planning in the Supply Chain. Managing Predictable Variability. Managing Supply Chain Cycle Inventory.

Uncertainty in the Supply Chain Safety Inventory. Determination of Optimal Level of Product Availability. Coordination in the Supply Chain.

**UNIT-V: Current Trends**

E-Business – Framework and Role of Supply Chain in e-Business and B2B Practices. Supply Chain IT Framework. Internal Supply chain management. Fundamentals of Transaction Management. Supply Chain in IT Practice. Supplier Relationship Management. Information Systems Development. Packages in Supply Chain – eSRM, eLRM, eSCM. Supply Base Management.

**SUGGESTED READINGS:**

1. Sunil Chopra and Peter Meindi, Supply Chain Management – Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.
2. Monczka et al., Purchasing and Supply Chain Management, Thomson Learning, Second Edition, Second Reprint, 2002.
3. Shapiro Jeremy F, Modeling the Supply Chain, 2nd Edition, Thomson Learning, 2002.
4. Janat Shah, Supply Chain Management Text and Cases, Pearson 2009
5. R P Mohanty and S G Deshmukh, Supply Chain Management Theory and Practices, Biztantra, 2009.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260ED38			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: BUSINESS PROCESS REENGINEERING**

**OBJECTIVE:**

The objectives of this course are to acquaint the student with understanding process orientation in business management and develop skills and abilities in re-engineering and business process for optimum performance.

**COURSE OUTCOME**

Understanding various BPR methodologies and their applications. Understanding the critical success factors for implementing BPR. Appreciate various alternative techniques of BPR – TQM, Work Study, Benchmarking and their applications. Basic understanding of ISO standard 9001:2015, IACBE and their applications in education and industry. Analyze and integrate issues and challenges of applying tools/techniques of Information Technology for BPR and learn to apply them in the industry.

**UNIT-I**

Introduction to Business Process Reengineering (BPR): Definition of business process- History, Basics, Definition, Emergence of BPR, The need for reengineering, Benefits of BPR, Role of leader & manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering & performance improvement, Key targets of BPR.

**UNIT-II**

BPR in Manufacturing Industry: Introduction, Enablers of BPR in manufacturing Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design & development.

**UNIT-III**

BPR & Information Technology: Introduction, Relationship between BPR & Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools & techniques, Enablers of process reengineering, Tools to support BPR, Future role of IT in reengineering.

**UNIT-IV**

**BPR implementation methodology:** Reasons of implementation of BPR, Necessary attributes, BPR team characteristics, BPR methodology, Different phases of BPR, BPR model, Common steps to be taken for BPR implementation, Steps of process reengineering, Organizational redesign using BPR, Impact of BPR on organizational performance, Performance measures of BPR, Business process reengineering project management,

**UNIT-V**

**Success factors and Managing barriers of BPR:** Reengineering success factors, Critical success factors of BPR, Reasons for BPR project failure & success, Reengineering drives cause many changes- Potential project implementation success, Risks associated with business process reengineering projects, Business process reengineering implementation barriers, Information Technology barriers, A framework for barrier management.

**SUGGESTED READINGS:**

1. Business Process Reengineering by Radhakrishnan, Balasubramanian, PHI, Eastern Economy Edition, 2008.
2. Business Process Reengineering by Jayaraman, Ganesh Natrajan and Rangaramanujan, TMGH.
3. Business Process Reengineering and Change Management by Dey, Biztantra

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260ED39			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECTTITLE:MATERIALSMANAGEMENT**

**OBJECTIVE:**

To understand the working of a materials management department, Aspects of Stores management, Warehousing management and material requirement planning.

**COURSE OUTCOME**

Identifying the scope for integrating materials management function over the logistics and supply chain operations. Integrate the organization wide materials requirement to develop an overall plan (MRP). Identify, study, compare, and evaluate alternatives, select and relate with a good supplier. Apply various purchasing method and inventory controlling techniques into practice. Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing.

**UNIT – I** Dynamics of material management , Level of material management,

Scope, Objective, Importance – Integrated material managements –

System approach to material managements UNIT –

II Warehousing management, purchasing cycle, material handling

UNIT – III Vendor rating, contract management. Legal aspects of buying spare parts management, material requirement planning.

UNIT – IV Capacity management, Forecasting, Product & Processes, Just-in-time manufacturing, TQM, Incoming, Material quality.

**UNIT – V** Cost-

effectiveness & performance management, material management, Information system, stores management, material management

**Reference books**

1. J.R. Tony Arnold & Stephen N. Chapman, Introduction to Materials Management, Pearson Education Inc, 2001.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2001.
3. P. Gopalakrishnan & M. Sundaresan, Material Management an Integrated Approach, Prentice – Hall of India Private Limited, New Delhi, 2001.
4. A.K. Datta, Materials Management, Inventory Control and Logistics, Jaico Publishing house, Mumbai, 2001.
5. A.K. Datta, Materials Management Procedures, Text and Cases, Prentice- Hall of India Private Limited, New Delhi, 2001.
6. P. Gopalakrishnan & A.K. Banerji, Maintenance and Spare Parts Management, Prentice Hall of India Private Limited, New Delhi, 2001

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260ED42		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: MAINTENANCE MANAGEMENT**

**OBJECTIVE:**

To enable the student to understand the principles, practices and applications in Maintenance Management

**COURSE OUTCOME**

To present modern basic maintenance theory, especially related to industrial challenges within terminology, maintenance management, concepts, indicators, CMMS, modern analyses within maintenance and maintenance optimization.

**UNIT – I** Objectives, Importance of Maintenance- Roles and responsibilities of maintenance professionals

**UNIT – II** Safety management- Productivity and maintenance. Scheduled maintenance– preventive maintenance– predictive maintenance– planned maintenance– corrective maintenance routine maintenance– inspection, lubrication, calibration and maintenance quality.

**UNIT – III** Typical causes of BDM- disadvantages- maintenance as a perspective of asset management- Total Productive Management – Contract maintenance – Breakdown history and other maintenance records

**UNIT – IV** Technical and financial factors for replacement – Methods of replacement analysis salvage spare parts procurement

**UNIT – V** Warehousing and logistics management. Emerging trends in maintenance management – Global scenario- Indian experience – need for maintenance training – Managing obsolescence.

**References:**

- Maintenance and spares Parts management – P Gopalakrishnan & A K Banerji. Prentice Hall of India, 2007
- Industrial Engineering and Management - O P Khanna. Dhanpat Rai & Sons, 2008

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260ED43			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: SERVICE OPERATIONS MANAGEMENT**

**OBJECTIVE:**

To help understand how service performance can be improved by studying service operations management

**COURSE OUTCOME**

Implement statistical methods and management techniques to monitor, control and improve service processes of an organisation. Propose solutions with which a service organisation can improve its operations and achieve sustainable competitive advantage.

**UNIT I INTRODUCTION** Services – Importance, role in economy, service sector – growth; Nature of services – Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy –

Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies – Environmental strategies.

**UNIT II SERVICE DESIGN** New Service Development – Design elements – Service Blue-printing - process structure – generic approaches – Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience – experience economy, key dimensions ; Vehicle Routing and Scheduling

**UNIT III SERVICE QUALITY** Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL- Walk-through Audit; Quality service by design - Service Recovery -Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface– service decoupling.

**UNIT IV SERVICE FACILITY** Service escapes – behaviour-environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

**UNIT V MANAGING CAPACITY AND DEMAND** Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services – Retail Discounting Model, News vendor Model; Managing Waiting Lines – Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising, globalization.

**TEXTBOOKS**

1. James A. Fitzsimmons, Service Management—Operations, Strategy, Information Technology, Tata McGraw-Hill—5th Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition

**REFERENCES**

1. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education—Second Edition.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2<sup>nd</sup> Edition, 2005.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260ED44		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: PRODUCT DESIGN**

**OBJECTIVE:**

To help understand the application of structured methods to develop a product. Student gains knowledge on how a product is designed based on the needs of a customer.

**COURSE OUTCOME**

- Use the Product Design and Development Process, as a means to manage the development of an idea from concept through to production.
- Employ research and analysis methodologies as it pertains to the product design process, meaning, and user experience.
- Apply creative process techniques in synthesizing information, problem-solving and critical thinking.

**UNIT I INTRODUCTION:** Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

**UNIT II PRODUCT PLANNING:** Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity-Steps-Techniques.

**UNIT III PRODUCT CONCEPT Selection – Importance, Methodology, concept Screening, Concept Scoring, Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.**

**UNIT IV INDUSTRIAL DESIGN AND DESIGN TOOLS** Industrial Design, Design for Manufacturing- Value Engineering- Ergonomics- Prototyping- Robust Design- Design for X-failure rate curve- product use testing- Collaborative Product development- Product development economics- scoring model- financial analysis.

**UNIT V PATENTS** Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

**TEXTBOOKS**

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw– Hill, Fourth Edition, reprint 2009.
2. Kenneth B. Kahn, New Product Planning, Sage, 2010.

**REFERENCES**

1. A. K. Chitale and R. C. Gupta, Product Design and Manufacturing, PHI, 2008.
2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
3. Anil Mital, Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
4. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.
5. Kerber, Ronald L., Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

**LOGISTICS AND  
SUPPLYCHAIN  
MANAGEMENT**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EE33		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: PURCHASING AND PROCUREMENT MANAGEMENT**

**OBJECTIVE:**

The objective of this module is to provide the students with a good knowledge on purchase function of the organization, material planning, source selection and negotiation techniques.

**COURSE OUTCOME**

Understand the basic concepts of Purchasing & Supplier Relationship Management. To understand the purchasing integration for competitive advantage Learn the basics of strategic sourcing & it's the issues, challenges & strategies in developing a World Class Supply Base: Supplier Evaluation and Development Understand basics of strategic sourcing process & its application

<p><b>UNIT I</b> The role of Purchase in business, Objectives, Relationship of purchasing department with Other Departments, Profit Centre Concept, Partnership Sourcing, Network Sourcing, Benchmarking, Buying Decision Models, Purchasing Market Research, Role of Information Technology in Purchasing and the Portfolio of Purchasing Skills.</p> <p><b>UNIT II</b> Materials Planning, Materials Codification: Evolution of Codes, Classification, Methodology, Advantages. Standardization: Definition, Specification, Advantages, Techniques. Value Analysis: Concept, Organization for Value Analysis, Application, Techniques, Steps for Value Analysis.</p> <p><b>UNIT III</b> Supply Sources: Importance of Source Selection, Vendor Development &amp; Maintenance, Vendor Rating, Competitive Bidding, Selecting the Source. Pricing Principles: Economic Consideration in Determining the Right Price, Price Analysis, Discounts. Cost Analysis: Elements of Affecting Costs, Sources of Cost Data, Direct &amp; Indirect Costs, Target Costing.</p> <p><b>UNIT IV</b> Purchasing capital equipment – contract buying, retail buying, engineering and construction contracting, state and institutional purchasing, international buying, negotiations. Purchasing Environment: Changes in Environmental Conditions, Strategic Purchasing Management.</p> <p><b>UNIT V</b> Negotiation: Objectives, Process, Techniques, Price Negotiation Contract Management. Import Substitution Public Buying Traffic: Transportation Cost, Shipping Terms, Modes of Transportation, Loss and Damage of Freight, Demurrage, Transportation Strategy and Cost reduction.</p>
---

**SUGGESTED READINGS:**

1. Dobler & Burt : Purchasing & Supply Management
2. P. Gopala Krishan: Purchasing & Materials Management
3. L.N. Aggarwal & Parag Diwan: Management & Production Systems
4. N.G. Nair: Production & Operations Management

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EE34			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: MATERIAL MANAGEMENT**

**OBJECTIVE:**

The aims of the course are to make the students familiar, understand and realize the importance of effective materials management to an organization's survival and profitability. Also, they learn about the major activities of materials management and linkages between one another.

**COURSE OUTCOME**

Identifying the scope for integrating materials management function over the logistics and supply chain operations. Integrate the organization wide materials requirement to develop an overall plan (MRP). Identify, study, compare, and evaluate alternatives, select and relate with a good supplier. Apply various purchasing method and inventory controlling techniques into practice. Analyzing the materials in storage, handling, packaging, shipping distributing and standardizing.

UNIT I: Material management: objectives, evolution, strategies, functions of material management, organization structures in material management, role of material management techniques in improved material productivity.

UNIT II: Material planning:

objectives, material requirement planning, manufacturing resource planning, JIT production planning, strategic material planning, material control: acceptance, sampling, inspection, make or buy decisions, economic analysis, breakeven analysis, breakeven point theory, whether to add or drop a product line, product explosion.

UNIT III: Purchasing: importance of good purchasing system, organization of purchasing functions, purchase policy and procedures, responsibility and limitations, purchasing decisions, purchasing role in new product development, role of purchasing in cost reduction, negotiations and purchase, purchasing research: identification of right sources of supply, vendor rating, standardization, vendor certification plans, vendor and supply reliability, developing new source of supply.

**UNIT IV: Cost reduction:** cost control / cost reduction, price analysis, material cost reduction techniques, variety reduction, cost reduction and value improvement, techniques of cost control, standard costing, cost effectiveness, cost analysis for material management, material flow cost control.

**UNIT V: Inventory Management:** Stages; Selective Control; Demand Forecasting; Lead time; Safety Stock; Fixed Quantity Reorder System; Fixed Period Reorder System; Inventory Valuation. Warehousing and Transportation: Warehouse Location; Transportation; Receiving, Issuing and Store Keeping.

**SUGGESTED READINGS:**

1. Materials Management, Gopal Krishna & Sudarsan, TMH
2. Materials Management - Procedures, Texts & Cases, A.K. Dutta, Pearson
3. Handbook of Materials Management - Gopal Krishnan - PHI
4. Inventory Control and Management - Waters - Wiley
5. Procurement Principles & Mgt. - Bailey/Farmer/Crocker/Jessop - Pearson

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EE35			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: INVENTORY MANAGEMENT**

**OBJECTIVE:**

The objective of this module is to provide the students with a good knowledge on corporate business communication channel, hierarchy and the report writing methodologies.

**COURSE OUTCOME**

comprehend the dynamics of inventory management's principles, concepts, and techniques as they relate to the entire supply chain (customer demand, distribution, and product transformation processes),  
 2. understand the methods used by organizations to obtain the right quantities of stock or inventory,  
 3. familiarize themselves with inventory management practices.

Unit I Inventory – Inventory Management - Inventory Control - Importance & Scope of Inventory Control - Types of Inventory - Costs Associated with Inventory – Organizational set up for inventory management.

Unit II Selective Inventory Control - Economic Order Quantity - Safety Stocks - Inventory Management Systems - Forecasting Techniques - Material Requirement Planning and execution – Ratio Analysis on Inventory - Profit Margin.

Unit III Manufacturing Planning (MRP-II) - Just in Time (JIT) - Work in Process Inventories - Make or Buy Decisions: Concept of outsourcing, Factors influencing Make Or Buy Decisions - Trends in Make Or Buy Decisions in context of core competency.

Unit IV Purpose of Inventory - Goods – Types of Goods - Finished Goods Inventories - General Management of Inventory – Stocks – Types of Stocks – Tracking the Paper Life.

Unit V Spare Parts Inventories - Use of Computers in Inventory Management - Evaluation of Performance of Materials Function - Criteria and methodology of evaluation.

**SUGGESTED READINGS:**

1. Inventory Management: By Bose & D Chandra, 1st edition.
2. Sridhara Bhat, Inventory Management, 2nd edition.
3. Zipkin, Foundations of Inventory Management, McGraw Hill 1st edition.
4. Seetharama L Narasimhan, Dennis W McLeavy, Peter J Billington, Production Planning and Inventory Control, Prentice Hall of India
5. J.R. Tony Arnold, Stephen N Chapman, Introduction to materials management, Prentice Hall of India 3rd edition.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EE36		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: SUPPLY CHAIN MANAGEMENT**

**OBJECTIVE:**

At the end of the subject, the students will be able to analyze an existing supply chain of a company, apply various supply chain management concepts, and improve the supply chain. And design an efficient supply chain in alignment with the strategic goals of the company.

**COURSE OUTCOME**

- Develop a sound understanding of the important role of supply chain management in today's business environment
- Become familiar with current supply chain management trends. Understand and apply the current supply chain theories, practices and concepts utilizing case problems and problem-based learning situations
- Learn to use and apply computer-based supply chain optimization tools including the use of selected state of the art supply chain software suites currently used in business

UNIT I The concept of Supply Chain Management - The Supply Chain Revolution - Extended organization - Integrative Management – Responsiveness – Financial Sophistication – Globalization-Digital Business Transformation.

UNIT II Building Blocks of a Supply Chain Network – Performance Measures – Decisions in the Supply Chain World – Models for Supply Chain Decision-making – Economic Order Quantity Model – Reorder Point Model.

UNIT III Supply Chain Process - Supply Chain Planning – Supply Chain Facilities Layout – Capacity Planning – Inventory Optimization – Dynamic Routing and Scheduling.

UNIT IV E-procurement – E-Logistics – Internet Auctions – E-Markets - E-commerce advantages and disadvantages for SCM – EDI – Exchanges, hubs and marketplaces – ERP.

UNIT V Evolution of world class supply chains - Global Supply Chain Integration- Supply Chain Security- International Sourcing.

**SUGGESTED READINGS:**

1. Supply Chain Logistics Management - Bowersox, Closs & Cooper – McGraw-Hill, 2nd Indian ed.
2. World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.
3. Designing and Managing the supply chain - David Simchi, Levi & Philip Kaminski, McGraw-Hill Companies Inc., 2000.
4. Y. Narahari and S. Biswas. Supply Chain Management: Models and Decision Making.
5. Ram Ganeshan and Terry P. Harrison. An Introduction to Supply Chain Management.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EE37			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: LOGISTICS MANAGEMENT**

**OBJECTIVE:**

The course outlines the historical background of Logistics Management. It re-considers to prepare students to acquire knowledge and skills that lead them to fill management and analysis in positions that will enable them to focus on the processes and systems of Logistics Management.

**COURSE OUTCOME**

learn logistics trends

**Know the third, fourth and fifth party logistics.**

**Explain the reverse logistics concept.**

**Know the relationship between logistics and supply chain.**

**Know the global logistic concept.**

UNIT I Logistics – Objectives, Components, Significance - The Logistical Value Proposition- The Work Of Logistics-Logistical Operating Arrangements - Supply Chain Synchronization – Logistic fields- The Quality Imperative-Procurement–Manufacturing–Logistics Outsourcing– Logistics Automation.

UNIT III Inventory Functionality and Definitions-Inventory Carrying Cost-Planning Inventory - Managing Uncertainty - Inventory Management Policies - Inventory Management Practices.

UNIT III Strategic Warehousing- Warehousing Operations- Warehousing Ownership Arrangements- Warehouse Decisions.

UNIT IV Transport Functionality, Principles and Participants-Transportation Service-Transportation Economic and Pricing -Transport Administration – Documentation.

UNIT V Packaging Perspectives - Packaging For Materials Handling Efficiency – Principles of Material Handling System- Materials Handling Equipments– Safety Issues.

**SUGGESTED READINGS:**

1. Harrison, A. and Rvan Hoek (2005).  
Logistics Management and Strategy (2nd Edition) Prentice Hall.
2. Muller, M. (2003), Essentials of inventory management, American Management Association, NY 10019

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EE38			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: CUSTOM HOUSE PRACTICE AND LEGALITIES**

**OBJECTIVE:**

This subject deals with the business transaction with the Customs and Central Excise for successfully executing an Import or Export transaction. This deals with various rules and regulations and schemes adopted by the Indian Customs as per the directions of the Ministry of Finance and provides an opportunity for the student to get a job opportunity in a CUSTOM HOUSE AGENCY.

**COURSE OUTCOME**

Explain the concepts in custom clearance in international business with respect to foreign trade CO2. Apply the current custom clearance phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects CO3. Analyse the principle of international business and strategies adopted by firms to for exporting products globally CO4. Integrate concept in custom clearance concepts with functioning of global trade

**UNIT I:** Role of Customs - Powers of Customs - Custom House Agent - Custom house agents duties - Licensing of Custom House Agents - Restrictions of Custom House Agents - Customs Power to bring a ceiling on the License - Temporary and regular license - Customs Power to Advise fees chargeable by Custom House Agent.

**UNIT II:** Import Bill Processing - Important Papers for filing Bill of Entry - Apprising - Open Inspection - Payment of Duties - Out of Charge - Clearance of goods - payment of duties - Duty exemption - Bonding of Cargo - Ex-bonding.

**UNIT III:** Export Bills - Important papers for filing Shipping Bills - Factory Stuffing - Port or CFS Stuffing - Supervision by Customs - Sealing and print out - Custom officer overtime - Importance of Shipping Bill - Comparison of Shipping Bill with Mate's Receipt and Bills of Lading.

**UNIT IV:** Duties and Obligations - Liabilities of Custom house agents - Custom house agent and Information Technology - ICE GATE and On line filing of Bills - Records to be maintained by Custom House Agents .

**UNIT V:** Custom House Licensing - Certification and Qualifications to become a Custom House Agent - Rule 8 -G Card - Identity to enter Custom Houses - Power of Customs to cancel the License of a CHA- Drawbacks and Duties- Support of CHA to Importers and Exporters.

**SUGGESTED READINGS:**

1. Hand Book of Procedure of Exim Policy 1997-2002.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EE39			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: EXPORT TRADE AND DOCUMENTATION**

**OBJECTIVE:**

The objective of this module is to provide the students with a good knowledge on Export trade, types of trades, formalities for trade, legalities of export trade and the documentation process of it.

**COURSE OUTCOME**

Explain the concepts in trade documentation in international business with respect to foreign trade Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects Analyse the principle of international business and strategies adopted by firms to expand globally Integrate concept in international business concepts with functioning of global trade

Unit I Exporting Preliminary Consideration -Generation of Foreign enquiries, obtaining local quotation & offering to overseas buyers scrutinizing export order, opening L/C by buyers- Export Controls and Licenses –Patent, Trade Mark, Copy Right Registrations – Confidentiality and NDA.

Unit II Export Sales – Selling and Purchasing- Consignment-Leases –Marine and Air Causality Insurances - Export Finance - Forex - Major currencies, Exchange rates, relations & impact- Export costing and pricing & Incoterms –Export License –Import License.

Unit III Export Packaging-Preparation of fresh shipment documentation –Methods of Transportation – Country of Origin Marking- Inspection of Export consignment - Export by Post, Road, Air & Sea- Claiming for Export benefits and Duty drawbacks.

**Unit IV** Shipment & Shipping documents - Complicated problems in shipments & negotiation of shipping documentations - Corporate marketing strategies - 100% EOU & Free trade zone - Deemed Export –Isolated Sales Transactions.

**Unit V** Acts for export/import-Commencement-Customs Formalities-Export Documentation - Export of Services - Export of Excisable Goods - Import Documentation -Clearance - 100% export oriented units - customs house agents - import of different products - import/export incentives-import licenses etc.

**SUGGESTED READINGS:**

1. Export and Import Procedures and Documentations – Thomas E Johnson and Donna LBade–4th Edition.
2. Export Import Procedures-Documentation and Logistics, Publisher: New Age International, Shri C Rama Gopal, Chartered Accountant.
3. Export Import Management, Justin Paul & Rajiv Aserkar.
4. Export Management, PK Khurana

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EE42			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: QUALITY MANAGEMENT**

**OBJECTIVE:**

The objective of this module is to provide the students with a good knowledge and importance of quality concept, quality culture, quality control and organizations for quality. It also incorporates the managerial reasoning and analyzing in order to derive an appropriate course of action by focusing quality in products and services.

**COURSE OUTCOME**

To realize the importance of significance of quality Manage quality improvement teams Identify requirements of quality improvement programs

UNIT I Quality - Concepts, Role of Quality in Changing Business Conditions, Contributions of Deming, Juran, Philip Crosby, Kaizen and Continuous Improvement, Tradeoff between Quality Costs and Schedules, Quality Costs and its Analysis, Life Cycle Costs, Quality Problems and Causes.

UNIT II Pareto Analysis, Ishikawa Cause and Effect Diagnosis. Quality Control - Control of Quality, quality control techniques, Statistical Process Control, Control Charts, Acceptance Sampling.

UNIT III Strategic Quality Management, Quality Management in Marketing, Quality Management in Designing, Quality Management in Manufacturing, Quality Management in Suppliers, Quality Management System.

**UNIT IV Total Quality Management-**

Concepts, Organization for Quality, Developing a Quality Culture. Quality Certification - Quality Assurance, ISO 9000 Series Concepts and Procedure - Six Sigma, Certification Requirements - Standards for Quality.

**UNIT V Introduction to Benchmarking - Quality Function Deployment - Quality Circle - Quality Awards.**

**SUGGESTED READINGS:**

1. Juran, J.M. & Gryna, P.M. Quality Planning & Analysis
2. James Evans and William M Lidsay, The Management and Control of Quality, Thomson Learning, 5<sup>th</sup> edition, 2002.
3. Narayana V and NSS Sreenivasan, Quality Management - Concepts and Tasks, New Age International, 1996.
4. Shailendra Nigam, Total Quality Management, Excel Books, New Delhi.
5. Feigenbaum, A. V. "Total Quality Management, McGraw-Hill, 1991

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EE43		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: AIR CARGO LOGISTICS MANAGEMENT**

**OBJECTIVE:**

The objective of this module is to provide the students with a good knowledge of air freight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales.

**COURSE OUTCOME**

Understand concept of freight forwarding and air cargo. 2. Understand the process involved in air cargo management. 3. Quote the rates for transfer to air cargo from origin to the destination.

**Unit I** Introduction to Airline Industry - History - Regulatory Bodies - Navigation systems – Air Transport System– Management –Operations – Civil Aviation - Safety and Security -Aircraft operator’s security program–ICAO security manual- Training and awareness–Rescue and firefighting-Industry regulations- Future of the Industry.

**Unit II** Introduction to Air Cargo: Aviation and airline terminology - IATA areas - Country – Currency–Airlines-Aircraft layout-different types of aircraft-aircraft manufacturers-ULD - International Air Routes-Airports-codes–Consortium–Hub&Spoke – Process Flow.

**Unit III** Standardization in Logistics - Air freight Exports and Imports - Sales & Marketing ,Environment,Marketing Research,Strategies and Planning,Audits,Segmentation,SWOT,Marketing Management Control,Consignee controlled cargo–Sales leads–Routing Instructions-Customer service,Future trends..

**Unit IV** Advices – Booking - SLI – Labeling – Volume/ Weight Ratio – Shipment Planning - TACT – Air Cargo Rates and Charges - Cargo operations- Cargo Operations process- Customs clearance.

**Unit V** Air Freight Forwarding: Air freight Exports and Imports-Special Cargoes-Consolidation - Documentation - Air Way Bill (AWB) – Communication – Handling COD shipments –POD– Conditions of contract - Dangerous(DGR) or Hazardous goods.

**SUGGESTED READINGS:**

1. Air transport logistics by Simon Taylor (Hampton)
2. Air cargo distributions: a management analysis of its economic and marketing benefits/[by] Paul Jackson and William Brackenridge (Gower Press)
3. Air freight: operations, marketing and economics/ (by) Peter S. Smith (Faber)
4. 4th Party Cyber Logistics for Air Cargo by Sung Chi-Chu (Boston: Kluwer Academic Publishers)
5. Accelerated Logistics by Mark Wang (Santa Monica CA)
6. Airports; some elements of design and future development- John Walter Wood
7. Fundamentals of air transport management by P.S. Senguttavan.
8. Oxford ATLAS- OXFORD PUBLISHING
9. Aviation century: wings of change- A global survey- Rat and deep Singh-jain book

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EE44			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECTTITLE:SHIPPINGANDOCEANFREIGHTLOGISTICSMANAGEMENT**

**OBJECTIVE:**

The objective of this module is to provide the students with a good knowledge of ocean freight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales.

**COURSE OUTCOME**

Analyse issues in International sourcing and trade and take a strategic view of the global business environment impacting International supply chains Apply analytical techniques to arrive at cost effective solutions to meet SC requirements of efficiency and responsiveness. Decide optimal financing options for International trade Manage International Logistics & Supply chain partners and service providers Deploy knowledge of regional and international trading blocs in solving problems of International logistics

Unit I Shipping industry and business - description of a ship. Uses of a ship or a floating vessel. Classification of ship (route point) (cargo carried) - superstructure - tonnages & cubics - drafts & load lines - flag registration - Different types of cargo. (packaging, utility or value). Trimming - Cleansing - Unitized cargo.

Unit II Stevedoring, Lighterage Services and Security - Port trusts - operational unit - services - Seaports - Vessel Operations - pilotage - Stevedoring - Dock Labour Boards - charges - Automated Container Handling - security at ports and harbors. Role of security agencies - lighterage services.

Unit III Shipping Lines - Hub & Spoke - Process flow - Advices - Booking - Containerization - Containers - Container numbering - Process flow - Shipping Sales - Leads - Quotations - Customer Service.

Unit IV Operations - Volume / Weight calculations - Shipment Planning basics - Preparing & loading containers - Types of container services - FCL - Consolidation - LCL - Advanced Scientific shipment planning - Container de-stuffing.

Unit V Documentation - Bill of Lading basics - MBL - HBL - CY - CFS - Advanced learning in Bill of Lading - Sea Way bill - Combined transport - MTO - Multimodal Transport Document (MTD) - Invoicing - Release of cargo - Cross Trade & Documentation - Conditions of Contract - Managing Key Accounts - Trade Lane Development - Consortium.

**SUGGESTED READINGS:**

1. Carriage of goods by sea/John F. Wilson (Harlow: Longman).
2. Containerization/(by) J.R. Whittaker (Hemisphere; Wiley)
3. The economics of tramp shipping/ (by) B.N. Metaxas. (Athlone Press)
4. Shipping and Logistics Management by Yuen Ha Lun, Kee Hung Lai, Tai Chiu Edwin Cheng (Springer)
5. Getting the Goods: Ports, Labor, and the Logistics Revolution by Edna Bonacich and Jake B. Wilson (Cornell University Press)
6. Ocean Freight and Chartering by Cyril Frederick Hardy Cufley (Adlard Coles Nautical)
7. Logistics and Distribution Management by Alan Rushton, Phil Croucher & Peter Baker (CILT)

**INTERNATIONAL  
BUSINESS  
MANAGEMENT**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EF33			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: INTERNATIONAL MARKETING**

**Objectives:** To understand the principles & concepts in Marketing, to provide the knowledge of marketing management in the international perspective to develop marketing strategies for the dynamic international markets.

**COURSE OUTCOME**

- Demonstrate interactive communications skills
- Demonstrate use of information technology
- Obtain an understanding of the globalization context for business
- Apply critical thinking skills to complex business problems
- Be able to use analytic skills in addressing business problems

**Unit1:** International Marketing: Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing. Need for international trade, trends in foreign trade. International market environment- Business Customs in International Market.

Unit2: Canalising and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting. International Market Entry Strategies: Indirect

Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Entry Strategies of Indian Firms.

Unit 3: International product management: International product positioning, Product saturation Levels in global Market, International product lifecycle, Geographic Expansion Strategic Alternatives. New products in International Marketing, Product and culture, brands in International Market.

Unit4: International Marketing Channels: channels Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.

Unit 5: Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion. Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

**TextBooks**

1. PhilipKotler,(2010),*MarketingManagement-TheSouthAisanPerspective*,Pearson
2. warrenJ.keegan(2010):*GlobalMarketingManagement*'PearsonEducation

**ReferenceBooks:**

- 1) SvendHollensen(2010):*GlobalMarketing:ADecision-OrientedApproach-3rdEdition*,PearsonEducation.
- 2) Ramasamy,Namakumari(2010)*MarketingManagement*,McMillanPublishers
- 3) **Saxena:Marketing Management(Tata McGraw-Hill)**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EF34		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Objectives:** To provide insight from International Human Resource Management (IHRM) to give an overview and the practical implications of operating across national borders in the pursuit of core strategic competences, the management of global organizational values and culture, and the competition for talent

**COURSE OUTCOME**

Unit-1: Introduction and Overview - Global Market Context - Key Perspective in Global Workforce Management - Cultural Foundations of International Human Resource Management - Understanding culture - Major models of National Culture - final Caveat on Culture and Global Workforce Management - Changes and challenges in the Global Labor Market - Globalization - Technological Advancement - change in labour force Demographics and Migration - Emerging on the contingent workforce - Offshore sourcing - global workforce Management challenges.

Unit-2: The key role on International HRM in Successful MNC Strategy - Knowledge Transfer - Global Leadership training and Development - Strategic Control Needs - Competitive strategy of Multinational corporations - Structuring for Optimal global Performances - Linking Human Resource management practices to Competitive Strategy and Organization Structure - Paradigm Shift of international Human Resource Management form contingency model to Process Development.

Unit-3: Global Human Resource Planning From strategy to Decision about work Demand and labour supply External Environment Scanning - Job Design for Meeting global Strategy work demand HR planning for the Long term - Global Staffing: General Actors Affecting Global Staffing - Global Recruitment of Human Resources - Global selection of Human Resources

**Unit-4:** Global workforce Training and Development : Strategic role of Training and Development in the global Market Place - Fundamental concepts and principles for Guiding global Training and Development - Training imperative for the global workforce - Managing International Assignments - Expatriate Preparation, Foreign Assignment and Repatriation - International Assignments considerations for Special Expatriates - New and Flexible International Assignments.

**Unit-5:** Global workforce performance Management: Performing Management Process - Important consideration for Global Performance Management - Planning and Implementing Global Performance Appraisal - Compensation for a Global workforce - Managing Compensation on a global Scale: Fundamental Practices - Key compensation for Expatriates, HCNs and TNCs Global Employee Relations - current ER issues - Influence of MNCs and Union on Global ER.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EF35			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**References:**

1. CharlesMVanceandYongsunpaik,ManagingGlobalworkforce,PHI,2009.
2. Marke.Mendenhall,GaryR.Oddou,GunterK.Stahl,Reading andCasesinInternational
3. HumanResourceManagement,Routledge, Fourth Edition,2007.
4. TonyEdwardsandChrisRees:InternationalHumanResourceManagement,Pearson,2009.
1. Bhatia S.K. 2005. *International Human Resource Management: A Global Perspective:ractices and Strategies for Competitive Success*, Deep and Deep Book Publishers, NewDelhi,
2. Dessler, G. 2005 . *Human Resource Management* (10th Ed.), Prentice Hall PublishingCompanyLimited,

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EF36			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: CROSSCULTURAL MANAGEMENT**

**Objectives:** To provide a thorough understanding of the impact of an international context on management practices based on culture. To explain and evaluate frameworks for guiding cultural and managerial practice in international business.

**COURSE OUTCOME**

- Develop an in-depth understanding of the nature of societal culture and its multiple dimensions, and enhance their ability to analyze the influence of culture on behaviour, particularly with respect to management;
- Enhance their situational awareness and critical thinking through exposure to many examples of cross-cultural interaction in different cultures, organizations, and management situations;
- Increase their behavioral effectiveness in interactions with people from other cultures;

Unit-1: Introduction Determinants of Culture Facets of culture Levels of Culture National Cultural dimensions in the business context The influence of National Culture on business culture. Business Cultures: East and West.

Unit-2: Cultural Dimensions and Dilemmas: Value orientations and Dimensions Reconciling cultural dilemmas Culture and Styles of Management: Management tasks and cultural values.

Unit-3: Culture and Organizations: Culture and corporate structures Culture and Leadership Culture and Strategy Cultural change in Organizations - Culture and marketing Cultural Diversity.

**Unit- 4: Culture and Communications:** Business communication across cultures Barriers to intercultural communication Negotiating Internationally.

**Unit-5: Cross Cultural Team Management:**

**Working with International teams Groups processes** during international encounters Conflicts and cultural difference Understanding and dealing with conflicts Developing Intercultural relationships.

**References**

Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2010.

David C. Thomas: Cross Cultural Management, 2/e, Sage Publications, 2008.

Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2001.

Parissa Haghirian: Multinational and Cross Cultural Management, Routledge,

2010. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell,

2005. **Text Books**

1. Helen Deresky, *International Management: Managing across Borders and Cultures*, 5th Edition, Pearson Education, 2009

2. Richard M. Hodgetts & Fred Luthans, (2005), *International Management*, 3rd Edition, Tata McGraw Hill Publications, New Delhi,

**Reference Books:**

1. Hodgetts, R., M., & Luthans F, (2005), *International Management*, Tata McGraw Hill Publications, New Delhi.

Hill, C. (2007) *International Business: Competing in the Global Marketplace*. (6th ed) Tata McGraw-Hill.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EF38			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Objective: The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.

**COURSE OUTCOME**

Analyse issues in International sourcing and trade and take a strategic view of the global business environment impacting International supply chains. Apply analytical techniques to arrive at cost effective solutions to meet SC requirements of efficiency and responsiveness. Decide optimal financing options for International trade Manage International Logistics & Supply chain partners and service providers Deploy knowledge of regional and international trading blocs in solving problems of International logistics

UNIT I Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.

UNIT II Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

UNIT III Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation

**UNIT IV** Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management

**UNIT V** Forecasting and planning in supply chain management – Pricing in supply chain management - Role of IT in supply chain management - co-ordination in supply chain management.

**Text Books**

1. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations”

David P, “International Logistics” Biztantra, New Delhi, 2006.

**Reference Books:**

1. Donald J Bowersox and David J Class “Logistics Management, Tata Mc. Graw Hill, New Delhi.

2. David Stewart, “International Supply chain Management”, Cengage publications, 2008.

3. Reji Ismail, “Logistics Management” Excel Books, 2008.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EF39		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION**

**Objectives:** It gives an understanding on the India's trade Position in the World and the Various trade procedures involved in an international business. It gives an insight to the various documents required for trading.

**COURSE OUTCOME**

Explain the concepts in trade documentation in international business with respect to foreign trade Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects Analyse the principle of international business and strategies adopted by firms to expand globally Integrate concept in international business concepts with functioning of global trade

UNIT I International Trade: Need and importance of International Trade – Recent Trends in World Trade – Leading players – India's Foreign Trade – Commodity composition and Destination – India's position in World merchandise trade and services – India's Foreign Trade Policy.

UNIT II Export Procedure: Starting an export firm – Selection of an export product – Market selection – Buyer selection – Registration procedure with Sales Tax, Central Excise and various Boards and councils – Exim code number – Elements of export contract – Incoterms – Terms of payment and Letter of Credit.

UNIT III Export Documentation: Types of documents – Transport, Negotiation and Insured documents.

**UNIT IV** Export Finance: Sources of Finance - Role of commercial bank, EXIM Bank, ECGC and others – Export promotion Schemes – Insurance for Export – Types – export credit insurance – Risk Management – Types of risks – mitigation methods.

**UNIT V** Import Procedure and Documentation: Global sourcing – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses – Export Promotion Capital Goods Scheme (EPCG) license – Duty exemption scheme – Duty Entitlement Pass Book Scheme (DEPBS) – Import formalities for 100% EOUs and SEZs – Import Risk Management. .

**Text Books**

1. Aseem Kumar "Export and Import Management", Excel Books, 2007
2. David Stewart, "International Supply Chain Management", Cengage publications, 2008

**Reference Books:**

1. Jeevanandam C "Foreign Exchange: Practices Concepts and control" Sultan Chand Publications, 2002.
2. Foreign Trade Policy: Handbook of Export Procedure and Annual of the Ministry of Commerce, Government of India.
3. Export and Import Manual, Nabhi Publications, New Delhi.
4. World Development Indicator, World Bank Publication

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EF40		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: INTERNATIONAL STRATEGIC MANAGEMENT**

**Objectives:** The objective of the course is to familiarize the participants with the concepts, tools and techniques of international strategic management so as to enable them develop analytical and conceptual skills and the ability to look at the totality of situations.

**COURSE OUTCOME**

Understand the basic concepts and principles of strategic management analyse the internal and external environment of business • Develop and prepare organizational strategies that will be effective for the current business environment • Devise strategic approaches to managing a business successfully in a global context

UNIT I Concept, Characteristics and Dimensions of Strategic Management – Emergence of International Strategic Management (ISM) – Logic and process of Internationalization – Forces necessitating the adoption of ISM concept by MNC’s as well as Indian Companies – Corporate global strategy

UNIT II Nature, components and significance of environmental scanning – Corporate capability analysis – Diagnosing industry globalization potential – Building global market participation – Competition in global industries

UNIT III Core competencies – Significance of core competence concept in strategy making – Value Chain Analysis – Significance of value chain analysis in strategy making – Balanced Scorecard to link today’s action with tomorrow’s goals

**UNIT IV** Setting corporate objectives in MNC’s – External and internal forces interacting with corporate objectives – Identifying strategic alternatives – Stability strategy – Growth and diversification strategy – Merger, acquisitions and retrenchment

**UNIT V** Choice of corporate strategy: CIT, CASCADE and PORTFOLIO MODELS – Formulating generic competitive strategy – Implementing corporate strategy – Strategic control and operational control

**Text Books**

1. John A. Pearce & Richard B. Robinson. Strategic Management AITBS Publication.

**Reference Books:**

1. Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi, 2. Srivastava, Management Policy and Strategic Management, Himalaya Publishing Co. 3. Porter. M, Competitive Strategy Techniques for Analyzing Industries and Competitors, The Free Press, New York.

4. Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill, New Delhi.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EF39		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: GLOBAL BUSINESS ETHICS & CORPORATE GOVERNANCE**

**Objectives:** The course is to sensitize the students to issues pertaining to sustainable development and business ethics and enable development and business ethics and enable them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.

**COURSE OUTCOME**

Comprehend the relationship between ethics, morals and values in the workplace.  
Analyze and understand various ethical philosophies to explain how they contribute to current management practices. Critically apply understanding of ethics of real-world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics.

UNIT I Business Ethics – trans-cultural Human Values in Management Education – Relevance of Values in Management – Need for values in Global Change – Indian Perspective – Values for Global managers

UNIT II Ethical Dilemma – Ethical decision making – Ethical Reasoning – Benefits of managing ethics in work place – Organization Ethics Development System - Organizational Culture – Ethics Tools – Code of ethics – Guidelines for developing code of ethics – Value based leadership

UNIT III Work ethics – work culture – Ethical theories – Ethical Values – Environmental ethics - Environmental Management - Environmental Management System - Environmental Laws - Consumer Protection

UNIT IV Corporate Governance – Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – protection of Stakeholders – Corporate Social Responsibility – Changing Role of Corporate Boards with changing times – Corporate Governance for Market capitalism

UNIT V Indian Ethos in Management – Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management – Quality of Work Life – Strategies for Work Life Balance

**Text Books**

1. John R Boatright, (2007), Ethics and the conduct of Business - Dorling Kindersley (India) Pvt Ltd New Delhi for Pearson Education, Third Impression

**Reference Books:**

1. Chakraborty, S, K., Management by Values, Oxford University press
2. Balasubramanian, R., Corporate Governance, IIM Bangalore
3. Laura P. Hartman, Perspectives in Business Ethics, Tata McGraw Hill
4. Bhatia, S. K., Business Ethics and Corporate Governance
5. Bowie Norman, Business Ethics, Prentice Hall
6. Laura P Hartman, *Perspectives in Business Ethics* - Tata McGraw Hill, New Delhi
7. OC Ferrell, John Paul Frederick, Linda Ferrell; *Business Ethics – Ethical Decision Making & Cases*, - Biztantra, New Delhi.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EF42			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: MANAGEMENT OF INTERNATIONAL DEVELOPMENT ORGANIZATION S**

**Objectives:** The course is to sensitize the student to issues pertaining to sustainable development and business ethics and enable development and business ethics and enable them to understand the implication of various statutory and policy guidelines concerning corporate governance for actual business decision making.

**COURSE OUTCOME**

Explain the role of incentives in political behaviour and economic performance .Discuss what stable institutional constellations comprise, how they come about, and under which conditions they perish. Map the links from incentive systems to micro and macro level economic performance Compare and contrast why certain organisations are better suited to certain types of services and/or environments than others

Unit- 1: International Development Organisations (IDO) Nature, Scope and Functions government/Non-government IDOs (UNESCO, UNIDO, DFID, UNAID, IMF, UNDP, DEEP)  
- IDOs & Specific Development Areas (Health, Education, HIV & AIDS, Disability, Rights and Empowerment, Women Empowerment, Child Rights, Environment, Energy conservation, etc.)- legal and Political factors.

Unit-2: Assistance and funding to IDOs: Prerequisites, Regulations and Formalities to avail funding to IDOs -International aid flows ILO, UNESCO, UNDP, UNESCAP, UN- HABITAT, UNAID, USAID, DFID and other International NGOs.

Unit-3: Evaluation of Performance Based on parameters such as: Economic planning logical Framework- Financial and Economic Analysis- Process of Documentation- Social audit- Monitoring and Evaluation- Accountability- Estimation of Welfare, Poverty Inequality- Economic Growth- Ethical and Social issues

**Unit-4:** Cooperation and Collaborations: Role of Nations Policies- Role of International Government organizations, NGOs, INGOs, MNCs

**Unit-5:** Functional Strategies: In specific issues pertaining to HR, Marketing Management and Finance- Case studies.

**References:**

IDOs Websites  
Patton, Michael Quinn: Utilization-Focused Evaluation The New Century Text, 3rd Edition, Sage, 2008.  
Maggie Black: No Nonsense guide to International Development, New Internationalist, 2006. Paul Hoy: Players and Issues in International Aid, Kumarian press, 1998.  
David Lewis: The Management of Non-Government Development Organizations, Routledge, 2001.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EF43		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: MERGERS AND ACQUISITIONS**

**Objectives:** The course is to sensitize the student to issues pertaining to sustainable development and business ethics and enable development and business ethics and enable them to understand the implication of various statutory and policy guidelines concerning corporate governance for actual business decision making.

**COURSE OUTCOME**

Understanding of different types of mergers and acquisitions and the process involved in executing their deals. Develop an ability to understand factors influencing the valuation of a business and different methods used in Business Valuation.

Basic understanding about regulatory environment of mergers and acquisitions in India.

Unit-I: Introduction to Mergers and Acquisitions: Participants in Mergers and Acquisitions Common Motivations and Impact of Mergers and Acquisitions Challenges towards successful Mergers and Acquisitions. Takeover Tactics: Alternative Takeover Tactics Alternative Takeover decision Prebid and Postbid.

Unit II: Regulatory Issues in Mergers: Federal Security Laws Insider Trading Laws Antitrust laws State Regulations effecting Mergers and Acquisitions Regulated industries Environmental Laws Labour and Benefit Law.

Unit III: Developing Business and Acquisition Plans: Planning Based Approach for Mergers and Acquisitions Building Business Plan Building Mergers and Acquisitions plan The Search and Screening Process Negotiations Implementing Post Closing Evaluation .

**Unit IV: Integration: Mergers, Acquisitions and Business Alliances:** The Role of Integration in successful mergers and Acquisitions Integration as a process Integrating Business Alliances.

**Unit V: Shared Growth and Shared Control Strategies:** Motivations for Business Alliances Critical Success Factors for Business Alliances Strategic and Operational Plans Strategic and Operational Plans Business Alliances Deal Structuring. **Alternative Exit and Restructuring Strategies** - Motivators for Exiting Businesses Divestitures Spin offs and Split ups - **Equity Carveouts** Voluntary Liquidations.

**References:**

Donald DePamphilis: Mergers, Acquisitions and other Restructuring Activities, 2/e, Academic Press, 2003.

J. Fred Weston, Chung and Hoag: Mergers, Restructuring and Corporate Control, PHI, 2000. Kamal ghosh Ray: Mergers and Acquisitions, PHI, 2010

Mark Chomas; Mergers and Acquisitions, Viva, 2009.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EF44			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: INTERNATIONAL FINANCIAL MANAGEMENT**

**OBJECTIVE:** To give the students an overall view of the international financial system – instruments and markets.

**COURSE OUTCOME**

Apply appropriate formats and technologies to financial communication. Analyse, apply and evaluate information within the global financial environment of foreign exchange to solve problems and make informed decisions.

**Unit I**

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM - History of Global Monetary Systems - Evolution and practices in Foreign Exchange Markets - International Financial Institutions

**Unit II** Fundamentals of Foreign Exchange –

Parity theory and conditions –

Factors affecting determination of Exchange rate – Various exchange rate types.

**Unit III**

Exposure and Risk Management - hedging – speculation – arbitrage - internal and external techniques of hedging – derivatives – meaning – significance – types.

**Unit IV**

Regulatory Framework for International Finance - Short term financial management in a global set-up – treasury functions – International Taxation – Double Taxation Avoidance Agreement

**Unit V**

Global capital Markets: Issues, investors, intermediaries. Disintermediation, Deregulation, Securitization, Globalization. Various methods of raising resources by borrowers in International markets. Types of Bonds, Floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, Equity related Bonds. Procedure for Bonds Issues.

**SUGGESTED READINGS:**

1. Shapiro, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
4. Eitman, D. K. and A. I. Stenehill: Multinational Business Cash Finance, Addison Wesley, New York
5. Henning, C. N., W. P. G. and W. H. Scott: International Financial Management, McGraw Hill, International Edition.
6. Levi, Maurice D.: International Finance, McGraw Hill, International Edition
7. Rodrigues, R. M. and E. E. Carter: International Financial Management, Prentice Hall, International Edition
8. Yadav, Surendra S., P. K. Jain and Max Peyrard: Foreign Exchange Markets, MacMillan, New Delhi
9. Zeff, D. and J. Zwick: International Financial Management, Prentice Hall, International Edition.
10. Sharan: International Financial Management, PHI, New Delhi

**SYSTEMS**

SEMESTER	THREE	NATURE	ELECTIVE	L	P	T	C
COURSECODE		17260EG33		3	0	0	3

## SUBJECT TITLE: SOFTWARE ENGINEERING

### OBJECTIVE:

This course aims to understand the software engineering and apply the knowledge of a disciplined approach to the development of software and to the management of the Software product lifecycle.

### COURSE OUTCOME

- How to apply the software engineering lifecycle by demonstrating competence in communication, planning, analysis, design, construction, and deployment
- An ability to work in one or more significant application domains
- Work as an individual and as part of a multidisciplinary team to develop and deliver quality software

#### Unit-I OVERVIEW OF SOFTWARE ENGINEERING

Software engineering as a discipline, Software processes, Software projects, Requirements engineering processes, System models, Software prototyping, and Formal specification.

#### Unit-II SOFTWARE DEVELOPMENT MODELS

Software Life Cycle, Waterfall model, Spiral model, Incremental Development, Evolutionary Development, Re-use oriented Development.

#### Unit-III SOFTWARE DESIGN

Architectural design, Distributed Systems architecture, OO design, Real-time software design, Design with reuse, User Interface design. Software Metrics: software process and project metrics, technical metrics for software.

#### Unit-IV SOFTWARE QUALITY

Verification and Validation, Software testing, Critical systems validation, CMM and PCMM concepts.

#### Unit-V SOFTWARE MANAGEMENT

Managing people, Software cost construction, Quality Management, Process empowerment. Legacy Systems, Software change, Software re-engineering, Configuration Management.

### SUGGESTED READINGS:

1. Roger S. Pressman: Software Engineering – A Practitioner's Approach – Tata McGraw Hill – 4th Edition.
2. Sommerville, Ian: Software Engineering, Addison Wesley.
3. S.A. Kelkar, Software Project Management, PHI
4. Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli – Fundamentals of Software Engineering – PHI.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EG34			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: SOFTWARE PROJECT MANAGEMENT**

**OBJECTIVE:**

This course gives an overview of software project management and the project planning. It also covers the Step Wise framework in project planning. It also imparts knowledge to the students on how to evaluate and assess the projects and to find the cost of the project using cost benefit evaluation techniques.

**COURSE OUTCOME**

Identify the different project contexts and suggest an appropriate management strategy. Practice the role of professional ethics in successful software development. Identify and describe the key phases of project management. Determine an appropriate project management approach through an evaluation of the business context and scope of the project.

**Unit I SYSTEM ANALYSIS & DESIGN**

Overview of system analysis & Design : Introduction to different methodologies & Structured system analysis – Details of SDLC approach – E.R. diagrams – DFD concepts – Data dictionary concepts. Structure charts – modular programming – I/O & file design consideration.

**Unit II SYSTEM IMPLEMENTATION**

System implementation & maintenance: Implementation Strategies – SW / HW selection & procurement – Control & security – issues of designing & implementing on-line systems – data communication requirements – selection issues

**Unit III PROJECT DEVELOPMENT & DATABASE DESIGN**

Introduction to Database technologies & CASE tools with specific packages – overview of relational model – Database creation – SQL command – Normalization – designing forms & reports – using CASE tools for system analysis & design-case studies – Cost / benefit analysis – project & resource planning – design & development testing & documentation.

**Unit IV SOFTWARE PROJECT MANAGEMENT**

Software project management: challenges & opportunities – changing technologies & approaches – choice development of methodologies & technical platforms, project management techniques – monitoring & measurement of progress.

**Unit V SOFTWARE PROJECT MANAGEMENT**

Software project management – elements, cost estimation, manpower planning, Software & Product Metrics – Quality assurance & control – standards & documentation – testing – implementation – training – technology management – quality standards – certificate – handling multiple projects, issues of shared development.

**SUGGESTED READINGS:**

1. Software Engineering Principles and Practice by Waman S. Jawadekar Tata Mcgraw Hill Co. – Chennai.
2. Walker Royce, 'Software Project Management' - A Unified Framework, Pearson Education Asia, New Delhi 2000.
3. Software Project Management by S.A. Kelkar, PHI Learning India PVT Ltd.,
4. Software Project Management (2 volume set) by Prof. S.N. Singh and S.L. Gupta – Global India Publications PVT Ltd., New Delhi.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EG35			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: RELATIONAL DATABASE MANAGEMENT SYSTEMS**

**OBJECTIVE:**

This course helps the students to understand the roles and technology of databases for the Internet and Worldwide Web. This also helps to understand the roles of database Administration in the enterprise and be able to perform common database administration functions.

**COURSE OUTCOME**

Understand the basic concepts and the applications of database systems. Master the basics of SQL and construct queries using SQL. Understand the relational database design principles.

**UNIT – I Introduction**

Basic concepts of Database – purpose of database - characteristics of database; roles of database manager, database administrator and database users. Database systems, concepts and architecture. Distributed databases - structure and design.

**UNIT – II Data Models**

Data models, schema and instances. E-R models – E-R diagram. Hierarchical model, relational model, object oriented model, object relational model – comparison of models.

**UNIT – III Database system and query languages**

Relational model, Languages and system, structure of relational database, modifying the database. Relational commercial language – SQL. Relational database management system ORACLE/DB2.

**UNIT-IV Relational Database design**

Normalization process – First, second, Third, Fourth normal forms. Mapping relational data to files, data dictionary storage.

**UNIT – V Database Security Database integrity, security, concurrency, recovery, client/server architecture.**

**SUGGESTED READINGS:**

1. Leon.A, Database Management Systems, 'BPB publications', Delhi, 1997.
2. Date.C.J., An introduction to Database Systems, 7<sup>th</sup> edition, Pearson Education Asia.
3. Naveen Prakash, Introduction to Database Management, TMH, 1993.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EG36		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: E-BUSINESS TECHNOLOGY AND MANAGEMENT**

**OBJECTIVE:**

This course will help the students to recognize and understand ways of using digital technologies to improve intra and inter-organizational processes; and to analyze the impact that electronic commerce is having and will likely have on key sectors of the economy and assess the strategic implications this analysis holds for an organization.

**COURSE OUTCOME**

- understand the issues around defining ‘technology’, ‘innovation’ and ‘innovation management’
- recognise the diversity of types of innovation, innovators and innovation settings
- understand the nature and extent of technological change and innovation
- critically assess and explain key current issues in our understanding of innovation as a field of study.

#### UNIT-I

Introduction to E-Business: Overview of E-Business; Information Services; Interpersonal Communication; Shopping Services; Virtual Enterprises. E-Commerce: Origin and Need of E-Commerce; Factors affecting E-Commerce; Business dimension and technological dimension of E-Commerce; Internet as an E-Commerce enabler handling business transactions.

#### UNIT-II

E-commerce business models. Consumer oriented e-commerce –etailing and models-Marketing on web – advertising, e-mail marketing, e-CRM; Business oriented e-commerce – E-Government, SCM; Web Auctions, Virtual communities and Web portals. Mobile Commerce.

#### UNIT-III

EDI: EDI application in business development; EDI technology; EDI as a re-engineering tool; Financial EDI. E-Commerce and retailing: On-line retail industry dynamics; On-line mercantile models from customer perspective; Management challenges in on-line retailing

#### UNIT-IV

Handling payments: Electronic Fund Transfer System, Digital Token and notational based electronic payments system, smart card, credit card and emerging financial instruments. E-payments - Characteristics of payment of systems, protocols, E-cash, E-check and Micropayments systems. E-Commerce and Banking: changing dynamics in banking industry; Management Issues in online banking.

#### UNIT-V

Indian Perspective: Benefits of E-Commerce; Drawbacks and limitations of E-Commerce; Major requirements in E-Business; Emerging trends and technologies in E-Business; From E-Commerce to E-Business; Web security: Introduction; Firewalls and transaction security.

#### SUGGESTED READINGS:

1. Henry Chan & e, E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
2. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007.
3. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3<sup>rd</sup> Edition. Tata McGraw Hill Publications, 2008.
4. Krishnamurthy-E-Commerce Management: Text and Cases (Vikas)

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EG38			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: DATA WAREHOUSING AND DATA MINING**

**OBJECTIVE:**

This course helps the students to understand the overall architecture of a data warehouse and Techniques and methods for data gathering and data pre-processing tools. The different data mining models and techniques will be discussed in this course. Data Mining and data warehousing applications will also be explored.

**COURSE OUTCOME**

Analyzing Dimensionality. Reduction. Feature Subset Selection. Understanding. Discretization and. Analyzing Similarity – Basics and Dissimilarity. Understanding. Association Rules. Understanding APRIORI. principal, support and.

**UNIT-I**

Data – Types of Data - Data warehousing concepts – difference between operational system and data warehouse system- Applications of data warehouse – Benefits of data warehousing systems- Metadata.

**UNIT-II**

Data warehousing methodology - Data warehousing process - Data warehouse architecture - Designing data warehouse.

**UNIT-III**

Data mining concepts – Integration of a Data Mining System with a Data Warehouse - Benefits of data mining systems- Data Mining Functionalities- Interestingness of patterns- Classification of Data Mining Systems.

**UNIT-IV**

Data mining process - Data mining techniques – Data mining tools - Data mining applications - Issues in data mining.

**UNIT-V**

Web Data Mining- Association Rule Mining

**SUGGESTED READINGS:**

1. G.K. Gupta, Introduction to Data Mining with Case Studies, Easter Economy Edition, Prentice Hall India, 2006.
2. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi, 2003.
3. Alex Berson and Stephen J. Smith, "Data Warehousing, Data Mining & OLAP", Tata McGraw-Hill Edition, Tenth Reprint 2007.
4. Jiawei Han and Micheline Kamber, "Data Mining Concepts and Techniques", Second Edition, Elsevier, 2007.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EG39		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **SUBJECT TITLE: KNOWLEDGE MANAGEMENT**

### **OBJECTIVE:**

The goal of the course is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management (KM), and to assist students in pursuing a career in the information sector for profit and not-for-profit organizations. In addition, students will learn to determine the infrastructure requirements to manage the intellectual capital in organizations.

### **COURSE OUTCOME**

Use a framework and a clear language for knowledge management concepts; • Describe how valuable individual, group and organizational knowledge is managed throughout the knowledge management cycle; • Define the different knowledge types and explain how they are addressed by knowledge management; • Describe the major roles and responsibilities in knowledge management implementations;

**Unit-I: The Knowledge Economy:** Data – Information - Knowledge, Attributes of Knowledge as an Economic Resource – Knowledge Capital Vs Physical Capital - Types of Knowledge - Scope of Knowledge Management - Building Knowledge Societies.

### **Unit-**

**II: Knowledge Management and Information Technology:** Role of Information Technology in Knowledge Management Systems, Knowledge Management Tools and Knowledge Portals – Knowledge Organization & Managing Knowledge Workers

Unit-III: The Knowledge Process: Knowledge Management Systems Life Cycle - Stages of KM Process, Knowledge Creation & Knowledge Architecture – Knowledge Capturing Techniques – Knowledge Codification – Transferring and Sharing Knowledge.

Unit-IV: Implementation of Knowledge Management: Business Intelligence and Internet Platforms, KM & the Indian experience, Net Banking in India – Role of Knowledge Management in Organizational Restructuring – The Mystique of a Learning Organization - Management of Intellectual Property.

Unit-V: Future of Knowledge Management and Industry Perspective: Knowledge Management in Manufacturing and service industry, Challenges and Future of Knowledge Management - Measures for meeting the Challenges of KM- Business Ethics and KM.

### **SUGGESTED READINGS:**

Mattison: Web Warehousing & Knowledge Management, Tata McGraw-Hill, 2009

2. Becerra Fernandez: Knowledge Management: An Evolutionary View, PHI, 2009

3. Fernando: Knowledge Management, Pearson, 2009

4. B. Rathan Reddy: Knowledge Management, Himalaya, 2009

5. Madan Mohan Rao, Leading with Knowledge, Tata Mc-Graw Hill, 2011.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EG39		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: ENTERPRISE RESOURCE PLANNING**

**OBJECTIVE:**

To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.

**OUTCOMES**

1. Make basic use of Enterprise software, and its role in integrating business functions
2. Analyze the strategic options for ERP identification and adoption.
3. Design the ERP implementation strategies.
4. Create reengineered business processes for successful ERP implementation

**UNIT-I: Introduction**

Overview of Enterprise Systems – Evolution – Risks and Benefits – Fundamental Technology – Issues to be considered in Planning Design and Implementation of Cross Functional Integrated ERP Systems.

**UNIT-II: ERP Solutions and Functional Modules**

Overview of ERP Softwares – SAP – Baan – IFS – Oracle – People Soft – Comparison of ERP software, Overview of ERP Modules – Sales and Marketing, Accounting and Finance, Materials and Production Management. Business Process Reengineering concepts.

**UNIT-III: ERP Implementation Planning Evaluation and selection of ERP Systems –**

Implementation Life Cycle – ERP Implementation, Methodology and Framework – Training – Data Migration. People Organization in Implementation – Consultants, Vendors and Employees.

**UNIT-IV: Post Implementation**

Maintenance of ERP – Organizational and Industrial Impact; Success and Failure factors of and ERP Implementation. Measuring ERP Benefits – Balanced Score Card Method – ABCD Checklist.

**UNIT-V: Emerging Trends on ERP**

Extended ERP Systems – CRM, SCM, Business Analytics – Future Trends in ERP Systems – Web Enabled, Wireless Technologies.

**SUGGESTED READINGS:**

1. Alexis Leon, ERP Demystified, second Edition Tata McGraw–Hill, 2006.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw–Hill, 2008
3. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.
4. Vinod Kumar Gragan and N.K. Venkitakrishnan, ERP– Concepts and Practice, Prentice Hall of India, 2006.
5. Mary Sumner, Enterprise Resource Planning, 4<sup>th</sup> edition, Pearson Education.
6. K. Balasubramanian, S. Ushapriya & K. Hema, Enterprise Resource Planning : Emerging concepts & cases

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EG43		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: INFORMATION STORAGE AND MANAGEMENT**

**OBJECTIVE:**

This course helps to learn and understand the storage management, virtualization technologies, infrastructure and storage security.

**OUTCOMES**

- CO1: Design business continuity plan.
- CO2: Select a local replication technology to provide data backup.
- CO3: Distinguish different remote replication technologies.
- CO4: Discuss security issues and mitigate them.
- CO5: Select appropriate storage management software.

**Unit I**

Review data creation and the amount of data being created and understand the value of data to a business, challenges in data storage and data management, Solutions available for data storage, Core elements of a data center infrastructure, role of each element in supporting business activities Intelligent Storage system – Introduction to Flash Drives.

**Unit II**

Hardware and software components of the host environment, Physical and logical components of a connectivity environment, Major physical components of a disk drive and their function, logical constructs of a physical disk, access characteristics - Concept of RAID and its components - Storage Area Networks – Attached Storage: Benefits, components – NAS Protocol & Implementation – File level Virtualization – Object based and Unified Storage: Devices and components.

**Unit III**

List reasons for planned/unplanned outages and the impact of downtime, Impact of downtime. Differentiate between business continuity (BC) and disaster recovery (DR) - Backup and Recovery – Local Replication: Technologies – Backup in NAS Environments – Data duplication – Remote replication.

**Unit IV**

Information security, Critical security attributes for information systems, Storage security domains, List and analyze the common threats in each domain, Virtualization technologies – Security implementations in Storage Networking.

**Unit V**

Managing Storage infrastructure - Storage infrastructure Management Activities & Challenges – Ideal solutions for Storage Infrastructure management – Storage tiering.

**SUGGESTED READINGS:**

1. G. Somasundaram, Alok Shrivastava, "Information Storage and Management", EMCEducation Services, Wiley Publishing, Inc, Edition 2010.
2. Robert Spalding, "Storage Networks: The Complete Reference", Tata McGraw Hill, Osborne, 2003.
3. Marc Farley, "Building Storage Networks", Tata McGraw Hill, Osborne, 2001.
4. Meeta Gupta, Storage Area Network Fundamentals, Pearson Education Limited, 2002.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EG43		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: CLOUD COMPUTING**

**COURSE OBJECTIVE:** To understand basics of cloud computing for business management

**OUTCOMES**

- Explain the core concepts of the cloud computing paradigm: how and why this paradigm shift came about, the characteristics, advantages and challenges brought about by the various models and services in cloud computing.
- Apply the fundamental concepts in datacenters to understand the tradeoffs in power, efficiency and cost.
- Identify resource management fundamentals, i.e. resource abstraction, sharing and sandboxing and outline their role in managing infrastructure in cloud computing.
- Analyze various cloud programming models and apply them to solve problems on the cloud.

**UNIT I INTRODUCTION** Introduction to Cloud Computing, Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud, Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service, Building Cloud Network.

**UNIT II IMPLEMENTATION AND CONTROL** Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Common Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions.

**UNIT III CLOUD COMPUTING FOR MANAGERS** Centralizing Email Communications – Collaborating on Schedules, To-Do Lists, Contact Lists – online Community development – online collaboration tools for projects – Cloud Computing for business.

**UNIT IV APPLICATIONS OF CLOUD SERVICES** Applications – Online Planning and Task Management – Event Management – CRM – Cloud service development tools – word processing, databases, storing and file sharing on cloud.

**UNIT V VIRTUAL OFFICE MANAGEMENT** Web-based communication tools – Web Mail Services – Web Conference Tools – Social Networks and Groupware – collaborating via blogs and Wikis; IBM, Amazon Ec2, Google Apps for Business, Salesforce.com, Ramco-On-Demand

**TEXTBOOK**

1. John W. Rittinghouse and James F. Ransome, "Cloud Computing Implementation, Management and Security", 2010, CRC Press, Taylor & Francis Group, Boca Raton London New York.
2. Kumar Saurabh, Cloud Computing – Insights into new era infrastructure, Wiley India, 2<sup>nd</sup> Edition, 2012

**REFERENCES**

1. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009
2. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
3. Alfredo Mendoza, "Utility Computing Technologies, Standards, and Strategies", Artech House INC, 2007
4. Bunker and Darren Thomson, "Delivering Utility Computing", 2006, John Wiley & Sons Ltd.
5. George Reese, "Cloud Application Architectures", O'Reilly Publications, 2009.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EG42		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: DECISION SUPPORT SYSTEM AND INTELLIGENT SYSTEMS**

**OBJECTIVE:** To understand the components of DSS and IS. To know the appropriate model to be used for a problem

**OUTCOMES**

- Apply techniques of IDSS (e.g. artificial neural networks, machine learning, rule-based systems, etc.) and validate IDSS techniques to solve a complex industrial problem
- Identify decision factors, models, and analysis of intelligent decision support systems (IDSS) to support a smart production system.
- Appraise the frameworks of IDSS.
- Design a knowledge-based system for a smart production system.

**UNIT I INTRODUCTION** Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.

**UNIT II DATA AND MODEL MANAGEMENT SYSTEMS** Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.

**UNIT III GSS, ENTERPRISE DSS, KMS** Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.

**UNIT IV KNOWLEDGE BASED DSS** Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

**UNIT V ADVANCED INTELLIGENT SYSTEMS** Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS.

**TEXTBOOK**

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition 2010

**REFERENCES**

1. Janakiraman V. S. and Sarukesi K., Decision Support Systems, Prentice Hall of India, 6th Printing 2006
2. Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.
3. Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003

# **HOSPITAL MANAGEMENT**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EH33			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECTTITLE:MANAGEMENTOFHOSPITALSERVICES**

**OBJECTIVE:**

To enable the students gain insights into various aspects like importance, functions, policies and procedures, equipping, controlling, co-ordination, communication, staffing, reporting and documentation of both clinical and nonclinical services in a hospital.

**OUTCOMES**

**CO1:** Describe the health systems of various Countries including India

**CO2:** Discuss and learn public health care system in India

**CO3:** Develop, implement and manage various public health programs

**CO4:** Critically analyze the various components of health care delivery system in India

Unit- I Overview: Hospital operations management, role and decisions, Difference of hospital operations from other service and manufacturing organizations.

Unit – II Out Patient Services: Overview of the department, day care, accident and emergency services, physical medicine and rehabilitation, occupational therapy unit, physiotherapy department. In Patient Services: Ward design (general & specialized), critical care services –ICU, CCU, NICU, , medical services, surgical services – operation theater, nuclear medicine, burn unit, nursing services and administration.

Unit – III Speciality Services: Pediatrics, OBG & GYN, ENT, Ophthalmology, Orthopedic, Psychiatry, Anesthesia, Dental. Super-speciality Services: Cardiology, Thoracic Surgery, Neurology, Neurosurgery, Nephrology- Dialysis Unit, Transplantation Services

**Unit–IV**

**Hospital Acquired Infection:** Source and Control, Modern trends in Hospital Administration, Disaster Management, Information Systems, Telemedicine.

**Unit–**

**V Disaster Management Services:** Basics of disaster management and Mass casualties Componentsof disaster plan: pre-hospital and hospital, Disaster alertness in Hospital Disaster management planning and implementation, Severity of illness amongst disaster victims and risk assess - **Disaster preparedness-** Policies & procedures for general safety, fire safety procedure forevacuation, disaster plan and crisis management.

**SUGGESTED READINGS:**

1. Kunders, G.D. (2002)-  
Designing for Total Quality in healthcare, Prism Books Pvt. Ltd., Bangalore.
2. Kunders, G.D. (2004)-  
Facilities Planning and Arrangement in Healthcare, Prism Books Pvt Ltd. Bangalore.
3. Davies Llewellyn R & Macaulay HMC (1995)- Hospital Planning and Administration, Jaypee Brothers, New Delhi.
4. Sakharkar, BM (1998)- Principles of Hospital Administration & Planning-  
Jaypee Publishers New Delhi.
5. Goel, SL (2001 Vol 1-4)-  
Healthcare Systems and Management, Deep and Deep Publications, New Delhi
6. Srinivasan AV (2002)- Managing a modern hospital, Response Books, New Delhi
7. Sharma KR, Sharma Yashpal (2003)- A handbook on Hospital Administration, Durga Printers,  
Jammu
8. Sharma, Madhuri (2003)-  
Essentials for Hospital Supportive Services, Jaypee Brothers, New Delhi
9. Tabish, Syed Amin- Hospital Planning, Organization and Management

SEMESTER	THREE	NATURE	ELECTIVE	L	P	T	C
COURSECODE		17260EH35		3	0	0	3

## SUBJECT TITLE: OPERATIONS MANAGEMENT IN HEALTH CARE

### OBJECTIVE:

Gives understanding about various operations related to hospital administrations such as purchase procedures of healthcare equipments and materials, store maintenance, quality management and conduction of healthcare events

### OUT COMES

- Explore the challenges and opportunities for improving healthcare operations;
- Develop an understanding of the systems of care and how they translate into operational strategies and activities;
- Understand the relationship between business strategy and operations (or the lack thereof);
- Explore methods and tools for problem solving and decision making in healthcare operations;

Unit I HOSPITAL PURCHASE MANAGEMENT: Objectives and Elements of Purchasing- Purchasing System- Purchase Cycle- Purchase methods and Procedures; Planning and Selection of Equipment- Purchase, Inspection and Installation; Import of Equipment

Unit II HOSPITAL STORES MANAGEMENT: Planning Consideration of Stores- Inspection and Verification of Materials- Storage of Materials- Codification and Standardization- Value Analysis- Inventory Control- Economic Order Quantity (EOQ), Distribution of Materials- Condemnation and Disposal; Hospital Wastes Management

Unit III HOSPITAL MATERIALS AND MAINTENANCE MANAGEMENT: Functions of Materials Manager- Information Systems for Materials Management; Policy and Procedures- Equipments Types and Characteristics; Records, Responsibilities- Level of Maintenance; Equipment Utilization and Operation- Equipment Repair and Maintenance- Equipment Audit

**Unit IV QUALITY ASSURANCE IN HOSPITALS:** Patient safety and satisfaction, Patient feedback system, Job Description of Quality Manager- Quality Steering Committee- Quality Council, Quality Audit; Quality Teams: Task Force, Quality Circle- ISO Certification; BSMark, Accreditation: JCI, Quality Awards Scheme - MBNQA; NABH, Six sigma in hospitals; Obstacles to Practice Quality in Hospitals

### Unit V

**HEALTH PROGRAM / EVENT MANAGEMENT:** Healthcare programs, campaigns and camps; Program need analysis, Planning/Preproject phase (CPM & PERT Analysis), Execution phase – Manpower and quality service delivery requirements, Post project impact analysis

### SUGGESTED READINGS:

1. Donna Deepro, Project Management, Capstone Publishing, Oxford, 2007
2. H. Kerzner, Project Management: A System Approach to Planning, Scheduling and Controlling, Wiley Eastern publication, 2008
3. Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach Jaypee Publications, New Delhi, India, 2010
4. WHO, Maintenance and Repair of Laboratory, Diagnostic, Imaging and Hospital Equipment, 2006
5. Wilson CRM, Hospital Wide Quality Assurance, Saunders publication, 2005
6. Hugh C. H. Kogh, Total Quality Management in Health Care, Longman Publication, 2008
7. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Handbook, Edward Arnold publication, 1998

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EH36		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: MARKETING MANAGEMENT OF HOSPITAL AND HEALTH CARE SERVICES**

**OBJECTIVE:**

Gives better understanding about the way to market the health care services. Gives view about the marketing mix for health care services

**OUTCOMES**

Principles of Management

CO101: Students will have an idea of the overall Managerial Functions which can be applied in any organizational set up Basics of Hospital Administration

CO103: Students will have a general idea about the fundamentals of hospital administration Health Economics

CO105: Students will have the complete understanding about micro and macroeconomics Basics of Medical Sciences

CO107: Students will have a basic understanding of structure & functions of various organ system of a human body. Students will have basic knowledge on various aspects of community medicine

**Unit I APPLICATION OF MARKETING IN HEALTH CARE** Concept of Marketing - Importance of Marketing to Healthcare Organizations - Challenges in Practicing Marketing in Healthcare Industry - Marketing Intelligence, Information and Research System - Marketing Organization: Chart, Fulltime Staff and Hiring Consultants

**Unit II MARKETING MIX DECISIONS** Product (Service) Decisions - Nature and Characteristics of Services - Marketing Approaches to New Services Development - Pricing Decisions - Place Decisions - Promotion Decisions - Advertising in Healthcare Industry - Marketing Strategies - Service Portfolio Strategy - Market Expansion Strategy - Target Market Strategy - Price Quality Strategy - Competitive Positioning Strategy.

**Unit III SOCIAL MARKETING** Steps in Social Marketing - Cognitive, Action, Behavior and Value Changes, Media in social Marketing, Social media sources; Social Events and Printed sources; Online sources; Role of social marketing in healthcare

**Unit IV PUBLIC RELATIONS** Introduction to Public Relations, Classification of Public from Healthcare Marketing Perspective, Identifying the Relevant Publics - Measuring Images and Attitude of the Relevant Public - Establishing Image Goals for the Key Publics - Developing Cost Effective Public Relations Strategies - Implementing Actions and Evaluating Results; Health Service Public Relations Officer - Changing Role and Responsibilities of Health Service PRO.

**Unit V COMMUNITY OPINIONS SURVEYS AND MARKET RESEARCH** Market research - Model Questionnaire used in Healthcare Services; Public Relations Tools and Materials: Written and Audiovisual; Media: News, Events, Speeches and Telephone Information Services; Data analysis; Research report preparation and presentation; Decision making based on market research.

**SUGGESTED READINGS:**

1. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations, Prentice Hall Publication, 2009
2. Roger Silver, Health Service Public Relations, Radcliffe Medical Press Ltd., 2010
3. John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion, Health Administration Press, 2011
4. G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy, Prism Books Pvt. Ltd., 2000
5. Philip Kotler, Joel Shalowitz, MD, MBA, Robert J. Stevens, Strategic Marketing For Health Care Organizations: Building A Customer-Driven Health System, John Wiley and Sons Inc., Jossey-Bass Publication, 2008

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EH38			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECTTITLE:COMMUNITYHEALTHANDMANAGEMENTOFNATIONALHEALTHPROGRAMMES**

**OBJECTIVE:**

After completion of community health and management of National health programs module,students will be able to recognize and identify the elements in designing the strategies for healthcaredeliveryfor community.

**OUTCOMES**

- To appreciate the Educational heritage of India.
- To understand the nature of Education as a discipline and it's correlation with other disciplines.
- To comprehend the basic features of Indian Constitution and it's implication in Education.
- Critically examine the pivotal issues of contemporary India.
- Analyse vision, aims of education, and recommendations of various commissions after independence in shaping the present educational system of India.
- Evaluate the basic concepts/issues of Education with reference to NCF (2005) and NCFTE(2009).

**UNIT – I Concepts in Health and Disease** – Introduction of medicine, public health andcommunity health; Definition of health:the determinants and relative concept; Agent – Host –Environmental factors in health and disease, indices used in measurement of health, levels ofprevention; Epidemiology of common communicable diseases and chronic non-communicablediseasesandcondition.

**UNIT – II Health care delivery system in India:** Introduction, Demography and FamilyPlanning;Maternalandchildhealth;Urbanhealth;Occupationalhealth;Mentalhealth;Commu nitygeriatrics; Essential Medicines andCounterfeit Medicines.

UNIT – III Health Education: Definition, approach in health education, methods, barrier toeffective communication, principles of health education; International Health Regulations andInternationalclassification of diseases,

UNIT–IVInternationalHealthagenciesandorganizations:WHO, UNICEF,UNOP,WorldBank, UNFPA, CARE,IHO, Notifiable diseases.

UNIT – V National Health Programs: Objectives, strategy, achievements, critical analysis;Cancer screening and national cancer control program, National AIDS Control programandNACO,Nationalleprosyeradicationprogram,Universalimmunizationprogram,Nation alvectorbornediseasecontrolprogram,RNTCP,RCH,NationalProgramforcontrolofblindness,Nati onalHealthPolicies,NationalPopulationPolicy, NationalRuralHealthMission.

**SUGGESTED READINGS:**

1. K.Park: Park's Textbook of Preventive and Social Medicine, M/s Banarsidas Bhanot Publishers
2. Ann Lindstrand, Hans Rosling: An Introductory Textbook, Global Health
3. A.B. Christie: Infectious Diseases-Epidemiology and Clinical Practice, Churchill Livingstone.
4. Rameshwari Pandya: Health, Family Planning and Nutrition in India, New Century Publications.
5. S.L. Goel: Health Care Policies and Programmes, Deep and Deep Publications.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EH40			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: MANAGEMENT OF CLINICAL AND SUPER SPECIALTY SERVICES IN HOSPITALS**

**OBJECTIVE:**

This course is aimed at developing awareness among students regarding concept of location, layout and the infrastructure and staff requirements. They would be able to enumerate general procedures and policies and procedures followed in each of these.

**OUTCOMES**

**CO1:** Describe the health systems of various Countries including India

**CO2:** Discuss and learn public health care system in India

**CO3:** Develop, implement and manage various public health programs

**CO4:** Critically analyze the various components of health care delivery system in India

**CO5:** Apply various principles of planning and management in implementing health projects and programmes.

UNIT – I Hospital Management of Clinical Services (Medical + Ancillary): Detailed Management, Layout, Design of - OPD Services, Emergency Services, Clinical Laboratories, Radiological Services, Operation Theatres.

UNIT – II Overview of Management Layout & Design of: Radiation Therapy department, Nuclear Medicine, Labour and Delivery Suite, Physical Therapy, Pulmonary Medicine, Cath Lab.; Equipment Planning, utilization survey of super-specialty service equipment.

UNIT – III Clinical services-3: Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward management.

**UNIT – IV Nursing Services: Detailed Layout, Design & Management of:** General Nursing Unit including general wards and private rooms, Intensive Care Units; Decision making in nursing profession: Nurse-Patient relationship, health education to patients; Pediatric Nursing Unit, Obstetric Nursing Unit, Psychiatric Nursing Unit, Isolation Rooms, ICU/CCU, New born Nursery.

**UNIT – V Emerging areas in Hospital Services:** Alternative and Complimentary medicine, Palliative medicine, promotive Healthcare, home health care; Rehabilitation and De-addiction – Role of hospitals, duties and responsibilities of clinical and paraclinical staff.

**SUGGESTED READINGS:**

1. B.M.Sakhankar: Principles of Hospital Administration & Planning, Jaypee Publications.
2. G.D.Kunders: Hospitals-Facilities Planning and Management, Tata McGraw Hill.
3. Jaydeep Das Gupta: Hospital Administration and Management – A Comprehensive Guide, Jaypee Publications.
4. Shakti Kumar Gupta, Sunil Kant, R Chandreshakhar: Modern Trends in Planning and Designing of Hospitals-Principles & Practice, Jaypee Publications.
5. A.V.Ramasastri Srinivasan: Managing a Modern Hospital, Response Books.
6. Shakti Gupta, Sunil Kant: Hospital and Healthcare Administration, Jaypee Publications.
7. J.Christopher Farmer: Hospital Emergency Management Guidebook, JCI Resource.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EH42			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: PATIENT CARE MANAGEMENT**

**OBJECTIVE:** To understand the processes and details related to effective patient care and to further increase the satisfaction levels of patients

**OUTCOMES**

**CO1:** Describe the health systems of various Countries including India

**CO2:** Discuss and learn public health care system in India

**CO3:** Develop, implement and manage various public health programs

**CO4:** Critically analyze the various components of health care delivery system in India

**CO5:** Apply various principles of planning and management in implementing health projects and programmes.

**Unit I Patient centric management:** Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals. Patient 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 case mix: Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Case mix classification systems, DRG, HBG, ARDRG, Case mix innovations and Patient empowering classification systems.

Unit IV Medical ethics & auditory procedures: Ethical principals, Civic rights, Consumer protection act, CPA, Guideline of the CPA, Patient complaints powers & procedures of the district forum, State and National commission, Role of supreme court, 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 Patient Medical Records:** Policies & procedures for maintaining medical records. e-records, legal aspects of medical records, its safety, preservation and storage.

**SUGGESTED READINGS:**

1. Goel SL & Kumar R. 2004. Hospital Core Services: Hospital Administration of the 21<sup>st</sup> Century. Deep Deep Publications Pvt Ltd: New Delhi
2. Gupta S & Kant S. 1998. Hospital & Health Care Administration: Appraisal and Referral Treatise. Jaypee: New Delhi
3. Harris MG & Assoc. 2003. *Managing Health Service: Concepts & Practices*. MacLennan + Petty : Sydney
4. Kelly DL. 2006. Encyclopaedia of Quality Management in Hospitals & Health Care Administration. Vol 1-6. Pentagon Press: Chicago
5. Kilpatrick AO & Johnson JA. 1999. Handbook of Health Administration & Policy. Marcel Dekker Inc: New York
6. Kumar A. 2000. Encyclopaedia of Hospital Administration & Development: Volume I. Anmol Publications Ltd: New Delhi.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EH39			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: HEALTH RELATED LAWS AND ETHICS**

**OBJECTIVE:**

To Understand Laws relating to Health services, Legal reports, License, Risk Management.

**OUTCOMES**

1. Demonstrate systematic knowledge of the substantive law relevant to a range of key areas of healthcare law;
2. Demonstrate systematic knowledge of major western traditions in bioethics and key ethical principles relevant to the provision of healthcare;
3. Demonstrate a critical understanding of how these different traditions and principles apply to current key issues in healthcare law;

**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.

**UNIT – II:**

Laws relating 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.

**UNIT – III:**

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 – IV:**

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 – V:**

Laws pertaining to Manufacture and sale of Drugs: Drugs and Cosmetics Acts, 1940 – Pharmacy Act, 1948 – Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954 – Poison Act, 1919 – Legislation for Tobacco control.

**SUGGESTED READINGS:**

1. The Law of Health Care Administrations – Stuart Showalter
2. Dynamics of Industrial Relations – C.B. Memoria
3. Industrial laws – N.D. Kapoor

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EH42		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECTTITLE:MEDICALTOURISM**

**OBJECTIVE:**

To understand the Significance of Medical Tourism, Role of government, Communication for medical tourists. This will enable students to learn effects of medical tourism in nation's economy, Pricing of Medical Services, Emerging trends on Medical Tourism.

**COURSE OUTCOME**

- Define the basic concepts related to medical tourism
- Have information about intermediary institutions and organizations in medical tourism
- Discuss medical tourism practices in Turkey and the World
- Explain digital transformation in the field of health

Unit-I Introduction to Medical Tourism – History – Evolution of Medical Tourism – Scope of Medical Tourism – Importance – Medical Tourism Process.

Unit-II Medical Tourism Destinations – National & International Destinations – Travel Retailing and Logistics for Health Tourism.

Unit-III

Marketing Concepts and Strategies – Hospitality and Hotel Industry linkages – Spa and Wellness Tourism.

**Unit-IV**

Medical Tourism – Ethical, Legal and Social Concerns – Medical Tourism – Issues & Challenges.

**Unit-V**

Quality Standards in Medical Tourism – Medical Tourism – The Future of Health Services – International Healthcare Accreditation.

**SUGGESTED READINGS:**

1. Milica Z., Bookman Karla R. Bookman, Medical Tourism in Developing Countries, Palgrave Macmillan 2007.
2. Raj Pruthi, Medical Tourism in India, Arise Publishers & Distributors, 2006.
3. RNCOS, Opportunities in Medical Tourism in India (2007), RNCOSE – Services Pvt. Ltd., 2006.
4. Michael D. Horowitz Jeffrey A. Rosensweig, Medical Tourism – Health Care in The Global Economy (Trends), American College of Physician Executive, 2007.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EH43		3	0	0	3

**SUBJECT TITLE: HOSPITAL ARCHITECTURE, PLANNING, DESIGN AND MAINTENANCE**

**OBJECTIVE:**

To understand the Significance of Medical Tourism, Role of government, Communication for medical tourists. This will enable student to learn effect of medical tourism in nation's economy, Pricing of Medical Services, Emerging trends on Medical Tourism.

**COURSE OUTCOME**

At the end of the course, the students shall have acquired knowledge of the process involved in addressing a design problem with emphasis on site planning.

**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.

**REFERENCE BOOKS**

1. Designing for total Quality in Health Care - G.D. Kunders
2. Modern Trends in Planning and Designing of hospitals – Gupta S.K. Sunil Kant Chandra Shekhar. R Satpathy
3. Hospital and Nursing Homes Planning, Organisations & Management - Syed Amin Tabish
4. Hospitals, Facilities Planning and Management - G.D. Kunders

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EH44		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: HOSPITAL WASTE MANAGEMENT**

**Objective:** The Objective of the Course is to familiarize the learner with the importance, techniques and the procedures involved in the management of Hospital Waste.

**COURSE OUTCOME**

Learn basic concepts of solid waste management, beginning from source generation to waste disposal in a system of municipality organizational structure.

- Develop understanding on various technological applications for processing of waste and their disposals in various ways.
- Acquire knowledge on waste to energy productions in the perspectives of sustainable development.
- Apply basic concepts in hazardous waste management and integrated waste management for urban areas.

**UNIT-1: Hospital Hazards: Meaning – Types – Physical – Biological – Mechanical – Psychological – Its Impact on Employees – Preventive measures.**

**UNIT-2: Hospital Hazards Management: Meaning – Need – Principles – Purpose.**

**UNIT-3: Control of Hospital Acquired Infection: Types of Infection – Common Nosocomial Infection and their Causative Agents – Prevention of Hospital Acquired Infection – Role of Central Sterile Supply Department – Infection Control Committee – Monitoring and Control of Cross-Infection – Staff Health.**

**UNIT-4: Biomedical Waste Management: Meaning – Categories of Biomedical wastes – Disposal of biomedical waste products – Incineration and its importance – Standards for Waste Autoclaving, Micro Waving and Deep Burial – Segregation – Packaging – Transportation – Storage.**

**UNIT-5: Human Waste Disposal and Sewage Disposal: Diseases carried from excreta – Sanitation barrier – Methods of Excreta disposal – Sewage wastes: Meaning – Composition – Aims of Sewage disposal – Decomposition of Organic Matter – Modern Sewage Treatment – Drawbacks of improper disposal of wastes – Solid and liquid.**

**Reference Books:**

1. Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006.

**TOURISM**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EI33			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: TOURISM PRINCIPLES, POLICIES AND PRACTICES**

**OBJECTIVE:**

To realize the potential of tourism industry in India. To understand the various elements of Tourism Management and familiarize with the Tourism policies in the national and international context.

**COURSE OUTCOME**

Analyze, understand, and innovate the deliverables of tourism sector Create competitive edge to destinations through managerial skills Acquire entrepreneurial skill sets Possess vibrant interpersonal qualities Possess learning acumen

Unit- I Tourism; an overview: Elements, Nature and Characteristics - Typology of Tourism - Classification of Tourists - Tourism network - Interdisciplinary approaches to tourism - Historical Development of Tourism - Major motivations and deterrents to travel.

Unit- II Tourism Industry; Structure and Components: Attractions - Accommodation - Activities - Transportation - F&B - Shopping - Entertainment - Infrastructure and Hospitality - Emerging areas of tourism - Rural, Eco, Medical, MICE, Literary, Indigenous, Wellness, Film, Golf, etc., - Ideals of Responsible Tourism - Alternate Tourism - Case Studies on International Tourism.

Unit- III Tourism Impacts - Tourism Area Life Cycle (TALC) - Doxey's Index - Demonstration Effect - Push and Pull Theory - Tourism System - Mathieson and Wall Model & Leiper's Model - Stanley Plog's Model of Destination Preferences - Demand and Supply in tourism - Tourism regulations - Present trends in Domestic and Global tourism - MNC's in Tourism Industry.

**Unit-IV** Tourism Organizations: Role and Functions of World Tourism Organization (WTO), Pacific Asia Travel Association (PATA), World Tourism & Travel Council (WTTC) – Ministry of Tourism, Govt. of India, ITDC, Department of Tourism, Govt. of Puducherry, FHRAI, IHA, IATA, TAAI, IATO.

**Unit-V** Overview of Five Year Plans with special reference to Eleventh Five Year Plan for Tourism Development and Promotion, National Action Plan, National Tourism Policy – Code of conduct for safe and Sustainable Tourism for India.

**TEXTBOOKS**

1. Charles R. Goeldner & Brent Ritchie, J.R. (2006), Tourism, Principles, Practices, Philosophies, John Wiley and Sons, New Jersey.
2. Bhatia A. K. (2001), International Tourism Management, Sterling Publishers, New Delhi.

**REFERENCES**

1. Page J. Stephen & Brunt Paul (2007), Tourism - A Modern Synthesis, Thomson Publishers, London.
2. Chuck Y. Gee, James C. Makens & Dexter J.L. Choy (1989), The Travel Industry, Van Nostrand Reinhold, New York.
3. Ray Youell (1998), Tourism - an introduction, Addison Wesley Longman, Essex.
4. Ghosh Bishwanath (2000), Tourism and Travel Management, Vikas Publishing House, New Delhi.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EI34			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: TOURISM PRODUCTS OF INDIA**

**OBJECTIVE:**

- To study the vast Tourist resources of India;
- manage emerging tourist destinations.

**COURSE OUTCOME**

Understand fundamentals of tourism from the management, marketing and financial perspectives. • understand the concepts of travel and tourism, the framework of the system, types and form of tourism as well as the impacts of tourism. • describe the different types tourism resources of India, their importance in tourism and management.

Unit - I Tourism products: Definition, Types and unique features - Tourism resources of India – Natural, Sociocultural, Diversities in Landform & Landscape - Outstanding Geographical features - Climate, Flora & Fauna.

Unit - II Natural resources: Wildlife sanctuaries - National parks - Biosphere reserves - Mountain Tourist Resources and Hill stations - Islands - Beaches - Caves & Deserts of India.

Unit - III Major tourism circuits of India: Inter State and Intra-State Circuits - Religious Circuits - Heritage Circuits - Wildlife Circuits. Cases of select destinations - Kerala, Rajasthan & Goa.

**Unit - IV** Manmade resources: Adventure sports - Commercial attractions - Amusement Parks - Gaming - Shopping - Live Entertainments - Supplementary accommodation - House boats - Tree houses - Home stays - Tourism by rail - Palace on wheels - Deccan Odyssey & Golden chariot.

**Unit - V** Emerging Tourism Destinations of India: Ecotourism - Rural Tourism - Golf Tourism - Wine Tourism - Camping Tourism - Medical Tourism - MICET Tourism - Pilgrimage Tourism.

**TEXTBOOKS**

1. S.P.Gupta(2002), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.

**REFERENCES**

1. Stephen Ball(2007), Encyclopaedia of Tourism Resources in India, B/H.
2. Manoj Dixit(2002), Tourism products, New Royal Book Co. Lucknow.
3. Norman Douglas. Ed.(2001), Special Interest Tourism,
4. John Wiley & Sons, Australia. Sarina Singh(2008), Lonely Planet India.
5. Robinet Jacob(2007), Indian Tourism Products, Abhijeet Publications, Delhi.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EI35			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE:DESTINATIONPLANNINGANDDEVELOPMENT**

**OBJECTIVE:**

- To facilitate the assessment of the tourism potential of a destination and prepare tourism development plans as well as marketing techniques;
- To familiarize with the destination branding practices and

To introduce advanced analysis and research in the field of destination development.

**COURSE OUTCOME**

To understand the basic terminologies of tourism destination planning and development >> To develop conceptual clarity about the fundamental concepts of destination planning and development >> To identify the steps involved in tourism planning process >> To know the importance of destination planning and development

**Unit-1** Destination Development-Types of destinations, Characteristics of destinations- Destinations and products- Destination Management Systems- Destination planning guidelines- Destination Selection Process- The Values of Tourism.

**Unit-II** Destination Planning Process and Analysis - National and Regional Tourism Planning and Development- Assessment of tourism potential- Planning for Sustainable Tourism Development- Contingency Planning- Economic, Social, Cultural and Environmental considerations- Demand and supply match- Design and innovations.

**Unit-III** Destination Image Development - Attributes of Destinations: Person's determined image, Destination determined image, measurement of destination image- Destination branding perspectives and challenges- Creating the Unique Destination Proposition - Place branding and destination image - Destination image formation process; unstructured image - Product development and packaging- Destination branding and the web- Case Study of Pudukcherry as a brand.

**Unit-IV** Destination Promotion and Publicity - Six 'A's framework for tourism destinations - The dynamic wheel of tourism stakeholders- Destination Marketing Mix- Destination Competitiveness- Distribution Channels- Marketing Communication and Strategies.

**Unit-V** Institutional Support: Public Private Partnership (PPP) - National Planning Policies for Destination Development- WTO Guidelines for Planners - Role of urban civic bodies: Town planning - Characteristics of rural tourism planning- Environmental Management Systems - Destination Vision- The focus of Tourism Policy: the competitive sustainable destination - Destination Mapping (practical assignment).

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EI36		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>TEXTBOOKS</b>							
1.C.Gunn(2002),TourismPlanning:Basic,ConceptsandCases,CognizantPublication.							
<b>REFERENCES</b>							
1. NigelMorgan,AnnettePritchard&RogerPride(2001),Destinationbranding:CreatingtheUniqueP roposition,ButterworthandHeinemann.							
2. RichardW.Butler(2006),theTourismAreaLifeCycle:ApplicationsandModifications,ChannelV iewPublications.							
3. Claire,HavenTang&EleriEllisJones(2005),TourismSMEs,ServiceQualityandDestinationCo mpetitiveness,CABIPublishing.							
4. ShaliniSingh,DallenJ.Timothy&RossKingstonDowling(2003),TourisminDestinationommu nities,CABIPublishing							

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EI36			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: TRAVEL AGENCY AND TOUR OPERATIONS**

**OBJECTIVE:**

- To understand the significance of travel agency and tour operation business;
- To know the current trends and practices in the tourism and travel trade sector;
- To develop adequate knowledge and skills applicable to travel industry.

**COURSE OUTCOME**

defines travel and tourism concepts.

defines differences between travel and tourism concepts.

explains historical development of travel and tourism concepts.

lists factors which are effective in the definition of travel.

**UNIT-I** Travel Trade - Historical Perspectives - Emergence of Thomas Cook and American Express Company - Types of Tour Operators - Wholesale and Retail Travel Agency business - Linkages and Integration with the Principal Service Providers - the Changing Scenario of Travel Trade.

**UNIT-II** Travel Agency and Tour Operation Business - Functions of Travel Agency - Setting up a full-fledged Travel Agency - Sources of Income of a travel agency - Diversification of Business - Travel Insurance, Forex, Cargo & MICE - Documentation - IATA Accreditation - Recognition from Government.

**UNIT-III** Itinerary Planning & Development - Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Don'ts of Itinerary Preparation - Tour Formulation and Designing Process - FITs & Group Tour Planning and Components - Special Interest Tours (SITs).

**UNIT-IV** Tour Packaging & Costing - Importance of Tour Packaging - Classifications of Tour Packages - Components of Package Tours - Concept of costing - Types of costs - Components of tour cost - Preparation of cost sheet - Tour pricing - Calculation of tour price - Pricing strategies - Tour packages of Thomas Cook, SOTC, Cox & Kings and TCI.

**UNIT-V** Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATAOL, ADTOI, IAAI, FIYTO, TAFI.

**TEXTBOOKS**

1. Chand, M. (2002), Travel Agency Management: An Introductory Text, Anmol Publications Pvt. Ltd., New Delhi.
2. Negi, J. (2005), Travel Agency Operations: Concepts and Principles, Kanishka, New Delhi.

**REFERENCES**

1. Holloway, J.C. (2002), The Business of Tourism, Prentice Hall, London, pp. 220-279.
2. Roday, S., Biwal, A. & Joshi, V. (2009), Tourism Operations and Management, Oxford University Press, New Delhi, pp. 164-296.
3. Goeldner, R. & Ritchie, B. (2010), Tourism, Principles, Practices and Philosophies, John Wiley & Sons, London.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EI36			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **SUBJECT TITLE: Hospitality Management**

### **OBJECTIVE:**

- To understand the essentials of hospitality industry;
- To familiarize with resort and event management; and
- To do project work in the above areas.

### **COURSE OUTCOME**

Identify and apply business concepts and skills relevant to the operational areas of hospitality management. Describe and apply the fundamental principles of leadership and model the behavior of effective leaders.

**UNIT-I** Introduction to Hospitality Industry: Classification of Hotels - Star Rating of Hotels - Classification on the basis of size, Location, Clientele, Duration of stay, level of Service - Classification on the basis of ownership - Alternative Accommodations - Hotel Tariff Plans - Types of Guest Rooms.

**UNIT-II** Hotel Organization: Need for Organizational - Organizational charts, major departments of a hotel - Front Office, Housekeeping, Food and Beverage Service Departments, Food Production, Engineering and Maintenance, Accounts, Human Resource, Security, Sales and Marketing, Purchase etc..

**UNIT-III** Room Reservations: Registration - Allotment of rooms - Stay, Departure – Handling FIT-GIT - Guest Services - Various Guest Services - Handling guest mail - Message Handling  
- Custody and control of keys - Guest paging - Safe deposit locker, left luggage handling, wakeup call, Handling Guest Complaints.

**UNIT-IV** Evaluating hotel Performance: Methods of Measuring Hotel performance – Occupancy ratio - Average Daily rate, Average Room rate per guest - Rev PAR - Market share Index - Evaluation of hotel by Guest.

**UNIT-V** Yield Management: Elements of yield management, Measuring yield in the Hotel industry, benefits of yield Management, Challenges or problems in yield management.

### **TEXTBOOKS**

1. Jagmohan Negi (1997), Professional Hotel Management, S. Chand, New Delhi
2. G. Raghubalan & Smritee Ragubalan: Hotel Housekeeping operations and Management.

### **REFERENCES**

1. Jagmohan Negi, Hotels for Tourism Development, S. Chand, New Delhi.
2. Jatashankar R Tewari (2009), Hotel front office operations and Management, Oxford publication New Delhi.
3. Gray and Ligouri (2000), Hotel and Motel Management and Operations, PHI, New Delhi.
4. Sudheer Andrews (2009), Hotel Front Office Training Manual, Tata McGraw Hill, Bombay.
5. John Cousins David Foskett & Cailein Gillespie (2002), Food and Beverage Management, Pearson Education, England.
6. Arthur & Gladwell, Hotel Assistant Manager (London communicate, Barril, Jenkins)

SEMESTER	THREE	NATURE	ELECTIVE	L	P	T	C
COURSECODE		17260EI36		3	0	0	3

## SUBJECT TITLE: INDIAN CULTURE AND HERITAGE

### OBJECTIVE:

- To study the richness and diversity of Indian culture;
- To evaluate the contemporary trends of Indian culture; and
- To acknowledge and appreciate the co-existence of different cultural and religious practices of India.

### COURSE OUTCOME

Students will have developed a better understanding of important issues related to gender in contemporary India.

Unit - I Glimpses of Indian cultural history - Pre and Post Vedic periods - Ancient Indian Literatures - Sacred Literature - Secular Literature - Ancient Society & Culture - Ashramas - Varna System - Purushartha - Indian vs. Western Culture.

Unit - II Religions of India - Religious Shrines & Centers - Hindu, Buddhist, Jain, Sikh, Muslim, Christian and others - Basic Tenets - Indian Vs Western Philosophy.

Unit - III Cultural Heritage - Ayurveda, Yoga and meditation - Performing Arts: Dance Forms - Music - Vocal & Instruments - Folk Arts - Indian Paintings and Sculpture.

**Unit - IV** Architectural Heritage - Rock cut Architecture - Buddhist Architecture - Gandhara & Mathura Schools of Art - Hindu Temple Architecture - Indo-Islamic Architecture - Modern Architecture - Forts, Palaces and Havelies.

**Unit - V** Museums and Art Galleries - Fairs and Festivals - Indian Cuisine - Traditional Arts and Crafts - World Heritage sites in India - Problems and Prospects of Cultural Tourism in India.

### TEXTBOOKS

1. Basham, A.L (1988), The Wonder that was India, Rupa and Co, Delhi

### REFERENCES

1. S.P. Gupta (2002), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.
2. Hussain, A. K (1987), The National Culture of India, National Book Trust, New Delhi.
3. Robinet Jacob (2007), Indian Tourism Products, Abhijeet publications.
4. Surendra Sahai (2006), Indian Architecture: Hindu Buddhist and Jain, Prakash Books.
5. The Gazette of India: History and Culture, Vol. 2, publication division, Ministry of Information and Broadcasting, Government of India, 1988.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EI39			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **SUBJECT TITLE: Tourism Marketing**

### **OBJECTIVE.**

- To expose the student to concepts and components of marketing;
- To acquaint them with tourism specific marketing skills; and
- To familiarize them with the contemporary marketing practices.

### **COURSE OUTCOME**

Understand the concept of tourism, basic about tourism industry. access and appropriately disseminate accurate and detailed product knowledge and destination information about different types of tourist. develop ongoing professional development strategies and plans to enhance industry knowledge and leadership skills for tourism industry sectors.

Unit I Evolution of Marketing- Marketing for Tourism- The Tourism Product-Features of Tourism Marketing- Marketing Functions-Market Research-Tourism Marketing Mix.

Unit II Understanding the Market and the Consumer - Marketing Environment - Consumer Behaviour - Buyer Decision Process - Demand Forecasting - Market Segmentation - Targeting - Market Positioning.

Unit III The 4 P's of Marketing : Product Designing - Branding and Packaging - New Product Development - Product Life Cycle: Price: Strategies and Approaches; Place: Channel of Distribution, Promotion: Advertising Sales Promotion Publicity Personal Selling; Other P's: People, Physical Evidence and Process

**Unit IV** Marketing of Tourism & Related Activities - Trends in Tourism Marketing - Marketing of Destinations, Airlines, Hotels, Resorts, Travel Agencies, Events and other Tourism sub - sectors and products.

**Unit V** Developing Marketing Skills for Tourism - Self Motivation - Team Building - Personality Development - Creativity & Innovation - Innovative Products in Tourism - International Perspective and Contemporary Trends.

### **TEXTBOOKS**

1. Manjula Chaudhary (2010), Tourism Marketing, Oxford University Press, New Delhi.

### **REFERENCES**

1. Kotler Philip (2006), Marketing Management, PHI, Delhi.
2. Stanton William. J (1999), Fundamentals of Marketing, McGraw Hill, New York.
3. Robinet Jacob (2007), Indian Tourism Products, Abhijeet publications.
4. Neelamegham. S (1998), Marketing in India: Cases & Readings, Vikas, New Delhi.
5. Ramasamy VS & Namakumar. S (1990), Marketing Management: Planning & Control, Macmillan, New Delhi.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EI42			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECTTITLE:ECOTOURISM**

**OBJECTIVE:**

To understand the significance of ecotourism;  
 To comprehend the theories and practices of ecotourism;  
 To be familiar with the model ecotourism projects; and  
 To use the theoretical knowledge to manage ecotourism resources.

**COURSE OUTCOME**

Understand the concept of tourism, basic about tourism industry. ♣ CO2: access and appropriately disseminate accurate and detailed product knowledge and destination information about different types of tourist. ♣ CO3: develop ongoing professional development strategies and plans to enhance industry knowledge and leadership skills for tourism industry sectors

UNIT-I Fundamentals of Ecology- Basic Laws & ideas in Ecology- Function and Management of Ecosystem-Biodiversity and its Conservation-Pollution-Ecological Foot Prints - Relationship between Tourism & Ecology.

UNIT-II Ecotourism-Evolution, Principles, Trends and Functions of Ecotourism–Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts - Western Views of Ecotourism- Quebec Declaration 2002-Kyoto Protocol 1997-Oslo Declaration 2007.

UNIT-III Ecotourism Development - Sustainable Ecotourism - Resource Management - Socio- economic Development - Ecotourism Policies, Planning and Implementation - Eco- friendly Facilities and Amenities - Carrying Capacity - Alternative Tourism -Responsible ecotourism-Ecotourism Programming.

UNIT-IV Conservation of Ecotourism - Protected Area Management through Ecotourism - stakeholder Engagement-Community Participation-Types of Participation, Issues and Challenges - Ecotourism Projects - Case Studies on Periyar National Park, Thenmala Eco-Project, Similipal Ecotourism Project, Sunderban Ecotourism Project, Kaziranga National Park, Run of Kutch, Nandadevi Biosphere Reserve, Corbett National Park, Gulf of Mannar, Kruger National Park, South Africa.

UNIT-V Ecotourism Development Agencies-Role of the International Ecotourism Society– the UNWTO, UNDP, WWF - Department of Forest and Environment - Government of India, ATREE, EQUATIONS.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EI42			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**TEXTBOOKS**

1. Fennel, D. A. (1999), Ecotourism- An Introduction, Routledge Publication.

**REFERENCES**

1. Weaver, D. (2001), the Encyclopedia of Ecotourism, CAB International.
2. Fennel, D. A. (2002), Ecotourism Policy and Planning, CAB International, USA.
3. Sukanta K Chaudhury, Cultural, Ecology and Sustainable Development, Mittal, New Delhi.
4. Ralf Buckley (2004), Environment Impacts of Ecotourism, CABI, London.
5. Ramesh Chawla (2006), Ecology and Tourism Development, Sumit International, New Delhi.

<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EI43			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: Event Management**

**OBJECTIVE:**

To familiarize the students with the essentials of Event Management; To understand the potential of MICE and Event Tourism; and To enable the students to take up project work in the above areas..

**COURSE OUTCOME**

- Analyze the role of events in image building
- Explain all the steps of planning and organizing an event
- Plan and organize events
- Discuss ways of strategic marketing and media planning for events
- Demonstrate knowledge and ability to identify risk areas, evaluate safety measures

UNIT I Introduction to Events: Scope - Nature and Importance - Types of Events – Unique features and similarities - Practices in Event Management - Key steps to a successful event.

UNIT II The Dynamics of Event Management: Event Planning and organizing – Problem Solving and Crisis Management - Leadership and Participants Management - Managing People and Time - Site and Infrastructure Management.

UNIT III Introduction to MICE: Planning MICE, Components of the Conference Market, Characteristics of Conferences and Conventions, MICE as a supplement to Tourism, the nature and demand of Conference markets The Economic and Social significance of Conventions, process of Convention Management.

**UNIT IV** Event Marketing - Customer care - Marketing equipments and tools - Promotion, Media Relations and Publicity - Event Co-ordination - Visual and Electronic Communication - Event Presentation - Event Evaluation - Case Studies of events of National and International importance.

**UNIT V** Travel Industry Fairs - Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM, CII-Events, PATATravelMart.

**TEXTBOOKS**

1. Leonard H. Hoyle (2002), Event Marketing, John Wiley and Sons, New York.
2. Anton Shone & Bryn Parry (2002), Successful Event Management, Cengage Learning.

**REFERENCES**

1. Bhatia A. K. (2001), Event Management, Sterling Publishers, New Delhi.
2. David C. Watt (1998), Event Management in Leisure and Tourism, Pearson, UK.
3. Joe Goldblatt (1997), Special Events - Best Practices in Modern Event Management, John Wiley and Sons, New York.
4. Avrich Barry (1994), Event and Entertainment Marketing, Vikas, New Delhi.
5. Panwar J. S. (1998), Marketing in the New Era, Sage, New Delhi.



<b>SEMESTER</b>	<b>FOUR</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EI44			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: E-TOURISM**

**OBJECTIVE:**

- To understand emerging business models in tourism and travel industry;
- To study the impact of Information Technology on tourism and travel sector;
- To explore the scope of entrepreneurship in the emerging-tourism business

**COURSE OUTCOME**

Analyze the various components of Tourism and to describe how they coincide each other. PO2: Depicts the interrelationship between travel, tourism and hospitality industries. PO3: Develop leadership skills and to provide necessary Managerial, Communicative, IT, product and Resource skills to effectively handle Tourism activities.

Unit I Introduction to E-tourism, Historical Development Electronic technology for data processing and communication-Strategic, Tactical and operational use of IT in Tourism.

Unit - II Global Distribution System: History & Evolution - GDS & CRS - Levels of CRS Participation - Hotel Distribution System - Cases of Amadeus - Galileo, World Span, Sabre, Abacus- Changing Business models of GDS.

Unit - III Typologies of E-tourism: Business models - Business to Business (B2B) - Business to Consumer (B2C) - Consumer to Business (C2B) - Consumer to consumer (C2C) - Business to Employees (B2E)- & Business to Government (B2G).

**Unit-IV** Payment Systems in E-tourism- Payment Gateway- Billing and Settlement Plan (BSP)- Security Issues and Certification- Future of E-tourism- Travel Blogs- E-marketing and promotion of Tourism Products - Challenges for conventional business models & Competitive strategies.

**Unit - V** Amadeus Practical - Hands on Amadeus Software - Searching - Building, Retrieval, Display & Cancel of PNR- Fare display- Itinerary pricing- Issuance of tickets.

**TEXTBOOKS**

1. Sheldon P. (2002), Tourism Information Technology, CABI.
2. Inkpen G. (2000), Information technology for Travel and Tourism, Addison Wesley.

**REFERENCES**

1. Buhalis D. (2004), E-tourism: Information Technology for Strategic Tourism Management, Prentice Hall India.
2. Poon A. (1998), Tourism, Technology and Competitive Strategies, CABI.
3. Rayport J.F. & Jaworski B.J. (2002), Introduction to E-commerce, McGraw-Hill.
4. Malvino A.P. (1995), Electronic Principles, McGraw-Hill.

# **AGRIBUSINESS MANAGEMENT**

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EJ33		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: AGRIBUSINESS ENVIRONMENT AND POLICY**

**OBJECTIVE:**

To expose learner to the environment in which the agribusiness is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agribusiness

**COURSE OUTCOME**

Understand the fundamentals of management with reference to agribusiness.  
 Acquaint with various functional areas of agribusiness  
 Study the managerial functions and its applications with reference to agribusiness  
 Learn the concepts and process of Planning and Organizing  
 Provides knowledge about the Staffing, Directing and Control

UNIT I Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance etc. in the country.

UNIT II Structure of Agriculture- Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector.

UNIT III Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro industries.

UNIT IV Agribusiness policies- concept and formulation; and new dimensions in Agri business environment and policy.

UNIT V Agricultural price and marketing policies; public distribution system and other policies.

**Suggested Readings**

Adhikary M. 1986. *Economic Environment of Business*. S. Chand & Sons. Aswathappa K. 1997. *Essentials of Business Environment*. Himalaya Publ. Francis Cherunilam 2003. *Business Environment*. Himalaya Publ.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EJ33			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: AGRICULTURAL MARKETING MANAGEMENT**

**OBJECTIVE:**

To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business. The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

**UNIT I** Meaning and scope, agricultural marketing and economic development; Agricultural market structure – meaning, components and dynamics of market structure; marketing strategy – meaning & significance, formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer's behaviour.

**UNIT II** Product management - product management process and decisions, new product development – significance and classification of new product, stages and estimation of demand of new product; product life cycle.

**UNIT III** Pricing policies and practice for agribusiness - determinants of price, objectives of pricing policies and pricing methods.

**UNIT IV** Promotional management - advertising planning and execution; sales promotion; grading and standardization.

**UNIT V** Distribution management - storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agribusiness.

**Suggested Readings**

Acharya SS & Agarwal NL. 2004. *Agricultural Marketing in India*. 4th Ed. Oxford & IBH. Kohls RL & Uhj JN. 2005. *Marketing of Agricultural Products*. 9th Ed. Prentice Hall. Kotler P. 2002. *Marketing Management – Analysis, Planning, Implementation and Control*. Pearson Edu. Krishnamacharyulu C & Ramakrishan L. 2002. *Rural Marketing*. Pearson Edu. Ramaswamy VS & Nanakumari S. 2002. *Marketing Management*. 2nd Ed. MacMillan India.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EJ35			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: FARM BUSINESS MANAGEMENT**

**OBJECTIVE:**

To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.

**COURSE OUTCOME**

Understand the fundamentals of management with reference to agribusiness.  
 Acquaint with various functional areas of agribusiness  
 Study the managerial functions and its applications with reference to agribusiness  
 Learn the concepts and process of Planning and Organizing

**UNIT I** Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems.

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

**UNIT III** Tools of farm management and farm business analysis - farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

**UNIT IV** Management of farm resources – Land, Labour, Farm machinery, Farm building, etc.

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

**Suggested Readings**

Heady EO & Jensen H. 1960. *Farm Management Economics*. Prentice Hall.  
 Johl SS & Kapoor TR. 1973. *Fundamentals of Farm Business Management*.  
 Kalyani Publ. Kahlon AS & Singh K. 1992. *Economics of Farm Management in India*.  
 Allied Publ.  
 Panda SC. 2007. *Farm Management & Agricultural Marketing*. Kalyani Publ.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EJ36			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: MANAGEMENT OF AGRIBUSINESS COOPERATIVES**

**OBJECTIVE:**

To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.

**COURSE OUTCOME**

The Agri-Business Management assumes greater significance in the context of new economic regime & globalization of the Indian Agriculture & food industry. The Programme is structured so that core courses are taught and the field experience is provided enabling the students to understand and appreciate the various problems involved in Food and Agribusiness Management.

**UNIT I** Cooperative administration- a global perspective, ecology of cooperative administration, cooperative sector and economic development.

**UNIT II** Cooperative management- nature, functions and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management.

**UNIT III** The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policymaking.

**UNIT IV** Human resource management, placement and role of board of directors in cooperative management.

**UNIT V** Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative.

**Suggested Readings**

Akmat JS. 1978. *New Dimensions of Cooperative Management*. Himalaya Publ. House. Ansari AA. 1990. *Cooperative Management Patterns*. Anmol Publ. Sah AK. 1984. *Professional Management for the Cooperatives*. Vikas Publ. House.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EJ37			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

## **SUBJECT TITLE: FOOD RETAIL MANAGEMENT**

**Objective** The objective of this course is to assist students in understanding the structure and working of food marketing system in India, to examine how the system affects farmers, consumers and middlemen and to illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

### **COURSE OUTCOME**

Understand the functions of retail business and various retail formats and retail channels. Understand the difference between Retail and Manufacturing Supply Chain Understand, key drivers of retail supply chain and how to select a retail store location? Analyze Retail Market and Financial Strategy including product pricing. Integrate the various Supply Chain partners and how to collaborate with them.

**UNIT I** Introduction to International Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.

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

**UNIT III** 4 P's in Food Retail Management, Brand Management in Retailing, Merchandise Pricing, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.

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

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

### **Suggested Readings**

Berman & Evans. 2008. *Retail Management: A Strategic Approach*. 10th Ed. Prentice Hall of India.

Cox. 2006. *Retailing: An Introduction*. 5th Ed. Pearson Edu.

Levy M & Weitz BW. 2004. *Retailing Management*. 5th Ed. McGraw Hill

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EJ38			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: MANAGEMENT OF AGRICULTURAL INPUT MARKETING**

**Objective** The objective of this course is to give the students an understanding of different marketing concept and marketing system in context of agricultural inputs.

**COURSE OUTCOME**

- Understand and appreciate the structure and working of the agricultural marketing system in
- Learn how agriculture marketing system affects the farmers, consumers and intermediaries.
- Develop strategies through which the dynamic marketing system will respond to create a win-win situation for all the
- Appreciate the possible changes in the agriculture input, output and food market because of pandemic Covid 19 and need for the appropriate

**UNIT I** Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agricultural input marketing.

**UNIT II** Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export/import of seeds; Role of NSC and State Seed Corporation.

**UNIT III** Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing.

**UNIT IV** Plant Protection Chemicals- Production, export/import, consumption, marketing system – marketing channels; Electricity/Diesel Oil- marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.

**UNIT V** Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines/implements/Equipments.

**Suggested Readings**

Acharya SS & Agarwal NL. 2004. *Agricultural Marketing in India*. 4th Ed. Oxford & IBH. Broadway AC & Broadway Arif A. 2003. *A Text Book of Agri-Business Management*. Kalyani. Singh AK & Pandey S. 2005. *Rural Marketing*. New Age. Singh Sukhpal 2004. *Rural Marketing-Focus on Agricultural Inputs*. Vikas Publ. House.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EJ39			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: AGRISUPPLYCHAINMANAGEMENT**

**Objective** The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

**COURSE OUTCOME**

Understand the fundamentals of elements and functions of supply chain, role of drivers and demand forecasting. To apply various techniques of inventory management and their practical situations. Analyze how supply chain decisions related to facility location can be applied to various industries and designing the supply chain. How various warehousing management system and transportation can be practiced in various industries

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

**UNIT II** Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.

**UNIT III** Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

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

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

**Suggested Readings**

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

Monczka R, Trent R & Handfield R. 2002. *Purchasing and Supply Chain Management*. Thomson Asia.

van Weele AJ. 2000. *Purchasing and Supply Chain Management Analysis, Planning and Practice*. Vikas Publ. House.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EJ42			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: AGRICULTURE ECONOMICS**

**Objective:** Basic objective of this course is to impart knowledge about current Indian agriculture, policies and changes which have taken place in the post independence period with a special focus upon problems being faced in the light of challenges of food security and sustainable agriculture.

**COURSE OUTCOME**

Able to acquire knowledge and analytical skills in addressing the issues of agricultural marketing. Enhancing expertise in improving the performance of the marketing institutions and the players in marketing of agricultural commodities.

**UNIT-I** Role and importance of Agriculture in Economic Development, Features of Indian Agriculture, Causes of low productivity, Socio-cultural and Institutional constraints, Suggestive measures for improving Agricultural Productivity, Brief review of agricultural development under the Five year plans, Problems of Indian Agriculture

**UNIT-II** Land reforms: Meaning, Need and objectives, Measures contemplated to achieve the objectives of land reforms, Abolition of Intermediaries, Tenancy Reforms, Reorganisation of Agriculture, Rural Development Programmes and its impact on Rural Development and Agricultural development, MNREGA, Bharat Nirman

**UNIT-III** Agricultural Labour: Definition, causes of growth, conditions and problems, measures for improvement, Farm size and Efficiency, Food Security and Public Distribution System, Food Security System Act 2013

**UNIT-IV** Modern Technology Vs Institutional Reforms. New agricultural technology and Farm Mechanisation, Choice of appropriate technology in agriculture. Green Revolution- concept, impact and scope, Agriculture and economic reforms.

**UNIT-**

**V: AGRICULTURE AND GLOBALIZATION** International trade in agricultural commodities- Role of World Trade Organization; Issues in liberalization of domestic and international trade in agriculture- Impact of WTO on Indian agriculture

**Suggested Reading:**

1. Mishra and Puri: Indian Economy, (Latest Edition) Himalaya Publishing House, New Delhi
2. Rudrar Dutt and K.P.M. Sundaram: Indian Economy, (Latest Edition) S.Chand & Co., New Delhi
3. Ministry of Finance, Govt. of India: Economic Survey, various issues
4. Economic and Political Weekly, Selected Articles
6. Ministry of Agriculture, Govt. of India, "Indian Agriculture at a Glance 2012"

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>		17260EJ43		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: AGRICULTURAL AND MICRO-FINANCE**

**Objective:** To familiarize students with the Agricultural Financial System, Microfinance System and tools and techniques used for better management decisions.

**COURSE OUTCOME**

- Understand the fundamentals of management with reference to agribusiness.
- Acquaint with various functional areas of agribusiness
- Study the managerial functions and its applications with reference to agribusiness
- Learn the concepts and process of Planning and Organizing
- Provides knowledge about the Staffing, Directing and Control.

**UNIT-I** Need and Importance of Agriculture Finance, Essential Features of Agriculture credit system, Agricultural credit Structure in India. Non-institutional financing for Agriculture, Merits and Demerits. Management of Agri-Finance: View point of Borrower and lender. Economic feasibility Tests of Farm credit proposal (Three R's of credit & Four C's of Credit).

**UNIT-II** Methods and mechanics of Lending to Agriculture, Role and functions of NABARD for Agriculture Finance Role of Commercial Bank and Agricultural Finance, Regional Rural Banks and Rural Finance, Its viability, Problems and challenges

**UNIT-III** Multi-agency Approach to agricultural Finance, Problems of Over dues of Agricultural loans. Measures to overcome the Problem of over dues. Public Farm Financing Schemes: Financing of Bio-Gas Plant, Financing of Poultry Development, Financing of Dairy Development, Financing of Customs Services Units, Financing of Minor Irrigation Schemes

**UNIT-**

**IV** Microfinance: Concept and Revolution, Grameen experiment. Growth and development of Micro-finance in Bangladesh, World without poverty- View of Muhammad Yunus. Microfinance and SHGs in India and its importance for socio-economic development of poor families.

**UNIT-V** Microfinance and women empowerment. Role of NABARD in linking SHGs with Banks, Growth and Development. SGSY and SHGs. Role of MFIs (Non-Banking Financial Institutions) in expanding micro-credit facilities for the poorest of poor in the country. These MFIs include SKS microfinance, SHARE, BASIX, etc. Some case studies on microfinance and Agriculture Finance.

**Suggested Readings:**

1. S.S.M.Desai: Agriculture & Rural Banking in India, HPH
3. Pension: Agricultural Finance, Tata McGraw Hill
4. Bauman, IDieslam & EC: Capital and Credit Needs in Changing Agriculture, PHI
5. Rais Ahmed: Micro-Finance and Women Empowerment. Mittal Pub. New Delhi
6. Malcolm Harper: Practical Micro-Finance - A Training Guide for South Asia
7. K.G.Karmakar, Rural and Self Help Groups Microfinance Needs and concepts in India, SAga Pub.

<b>SEMESTER</b>	<b>THREE</b>	<b>NATURE</b>	<b>ELECTIVE</b>	<b>L</b>	<b>P</b>	<b>T</b>	<b>C</b>
<b>COURSECODE</b>	17260EJ44			<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**SUBJECT TITLE: NEW TRENDS AND DEVELOPMENT IN AGRICULTURE**

**Objective:** To familiarize students with the Agricultural Financial System, Microfinance System and tools and techniques used for better management decisions.

**COURSE OUTCOME**

Enable students to gain knowledge on agricultural marketing, challenges and prospects for improving agricultural marketing system Gain skills to analyze Marketing Functions, Market Information and Intelligence Imparting knowledge of the marketing efficiency and agricultural prices Learn the Markets and Market Structure Provide the platform to the students of Marketing of Agricultural Inputs.

**UNIT I Agribusiness Management**

Concept of E-agribusiness, Need & importance of E-agribusiness, Different models in E-agribusiness, Microfinance with special reference to SHGs.

**UNIT II Greenhouse/Polyhouse techniques**

Basic concept of Green house / Polyhouse, Constructing Green House / Polyhouse, Different commercially important horticultural and other plants grown in Green House / Polyhouse, Importance & future scope of the technique.

**UNIT III Plant Tissue Culture** Basic concept, scope & importance of plant tissue culture, Fundamental technique followed in tissue culture, Major crop plants exploited in tissue culture technique. **Biodiesel sector** Basic concept of biodiesel, Different crop plants used in biodiesel, Benefit of biodiesel in comparison to crude diesel/petrol, Manufacturing biodiesel, Algal biodiesel.

**UNIT IV Managerial aspects in Food Processing Industry** Organization of a food processing unit: Different department involved in a food processing company and importance of coordination in those departments etc. Importance of production, marketing & distribution aspects in food processing sector. **Management of Agro Processing Industry** Factors to be considered while establishing food processing plant including government norms & requirements, Actual processing of Agri-produce into final products, Utilization of byproducts in agro processing industry

**UNIT V Water Management:**

Sources of water and water requirement of crops, irrigation water use efficiency Micro-irrigation systems, economic use of water Water conservation measures, rainwater harvesting, gully plugging, contour bunding, terracing, checking runoff water Watershed development programmes, problems of water management, water pollution and strategies to overcome them

**ReferenceBooks**

1. "CommercialAgri-enterprises-StrategyAchievementandFutureprospects",S.N.Misra,Deep&Deep Pulications, NewDelhi.
2. IndianAgriculture&Agri-businessmanagement,Dr.SmitaDiwse,KrishiResourceManagementNetwork
3. B.Misra,G.C.Kar,S.N.Misra,2004,"AgroIndustriesandEconomicDevelopment,Avisionofthe21stCentury", Deep&Deep PublicationsPvt.Ltd., NewDelhi
4. DairyTechnology,BySukumar De, TataMCGrewHillsPublication,NewDelhi
5. Foodbiotechnology,SNTripathy,DominantPublishersandDistributors,NewDelhi
6. WaterResourcesbyMinistryofAgriculture,Govt.ofIndia
7. PrinciplesofSoil ConservationandWaterManagementbyH.R.ArakeriandRoyD.