



PONNAIYAH RAMAJAYAM INSTITUTE OF SCIENCE AND TECHNOLOGY (PRIST)  
INSTITUTION DEEMED TO BE UNIVERSITY U/S 3 OF UGC ACT 1956  
THANJAVUR .



# **MASTER OF BUSINESS ADMINISTRATION**

## **CURRICULUM**

**(2019 onwards)**



MASTER OF BUSINESS ADMINISTRATION (MBA) CURRICULUM (2019  
ONWARDS)

PROGRAM EDUCATIONAL OBJECTIVES

- To create student centric teaching - learning environment which prepare them to achieve their career goals
- To select and apply suitable tools for decision making required for solving complex managerial problems
- To organize various co-curricular and extracurricular activities to enhance students' skills and hidden talents
- To develop sound knowledge of the business processes and inculcate creativity and innovation in the work place.
- To produce industry ready graduates having utmost look for professional, personal and institutional integrity, social responsibility and continuous learning.

PROGRAM OUTCOMES

- Develop the students with requisite knowledge, skills & right attitude necessary to create effective leadership that enables students to prove, develop and sustain in a global environment.
- Identify, formulate, review research literature, and analyze complex business problems and reach substantiated conclusions using the principles and concepts of business and management.
- Design solutions for complex business problems and design system or processes that meet the specified needs with appropriate consideration for the law of the land, and the cultural, societal, and environmental considerations.
- Use research-based knowledge and research methods including design of statistical applications for analysis and interpretation of data, and thereby arrive at definitive alternatives to provide valid conclusions.
- Create, select, and apply appropriate techniques, resources, and modern management processes and IT tools including prediction and modeling to complex business problems and boundaries.
- Evaluate business environment and opportunities and devise strategies for responding effectively to problems, threats, and opportunities. Understand the impact of the professional methods in providing solutions keeping in view the societal and environmental contexts, and demonstrate the knowledge and need for sustainable development.
- Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practices.
- Summarize and apply theories of team composition, process, and motivation (including inclusivity and diversity) to effectively manage work teams.

PROGRAM SPECIFIC OUTCOMES

- **PSO 01:** Nurturing industry ready professionals with business and management acumen, who shall hold high degree of human values and social consciousness in their professional and personal lives.
- **PSO 02:** Enabling managerial decision making through the application of knowledge of management discipline
- **PSO 03:** Set up business enterprise and manage diversified growth of entrepreneurship.
- **PSO 04:** Improve the awareness about functioning of local and global business environment and society which helps in recognizing the functioning of businesses, identifying potential business opportunities, and exploring the entrepreneurial opportunities.
- **PSO 05:** Developing the skills on analysing the business data, application of relevant aspects, and problem solving in other functional areas such as marketing analytics, business strategy, finance and human resources.
- **PSO 06:** Understanding leadership roles at various levels of the organization and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

#### **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 decision-making 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.                             |

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| 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.  |
| 1.8 |     | Research Led Seminar                |   |
| 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 |     | International BusinessEnvironment   | To familiarise the students to the basic concepts of international business management  |
|     | III |                                     |   |

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| 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 |    | Design/Socio-Technical Project |  |
| 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     | III      | 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 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.  |

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| 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 activities.   |
| 3.6 |    | Service Management               | 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.  |
| 3.7 | IV | Industrial Marketing             | 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.                          |
| 4.1 |    | Customer Relationship Management | 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. |
| 4.2 |    | International Marketing          | The course has been developed so as to acquaint the students with environment, procedural, institutional and decisional aspects of International Marketing.   |

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| 4.3 |  | Rural Marketing | <p>The objective of this course is to explore the studentsto Rural Marketing environment so that they can understand consumer's and marketing characteristics of the same for understanding and contributing to theemerging challenges in the upcoming global economic scenario.</p> |
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Human Resource

| Sl. No. | Semester | Course Title                                     | Course Outcomes  |
|---------|----------|--|--|
| 3.1     | III      | Knowledge Management                             | The goal of the course is to prepare studentso 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 managethe intellectual capital in organizations. |
| 3.2     |          | Organizational Development and Change Management | The objective of this paper is to preparestudents as organizational change facilitators using the knowledge and techniques of behavioral science.  |
| 3.3     |          | Performance Management                           | The objective of this course is to help thestudents 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 relations ship between the employee, employer, union and government and to have awareness of various industrial laws relating to employees.  |

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| 3.5 |  | Compensation<br>Reward<br>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 managementsystems, policies and strategies. |
| 3.6 |  | Cross Culture<br>Managemen<br>t      | The objective of this course is to developa diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.   |

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| 3.7 | IV | Conflict and Negotiation<br>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<br>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                          | Student will acquire Nuances involved in short term corporate financing, Good ethical practices  |

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| 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.  |

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| 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

| 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            |

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| 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.   |

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| 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. |
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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. |

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| 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 them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.                               |

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| 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. |



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| 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.                         |

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| 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. |

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| 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.   |

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| 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.                                |

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| 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.  |

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| 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 |
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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.  |

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| 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.   |

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| 3.7 |  | 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. |
| 4.1 |  | 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.  |



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| 4.2 | IV | 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. |
| 4.3 |    | 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.   |
| 4.4 |    | 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 them to understand the implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.                               |

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|-----|----|---|--|
| 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 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 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.                         |

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| 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.  |



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|-----|--|-------------|--|
| 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.  |

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|-----|--|--|--|
| 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.   |

All four ways of engaging students with research and inquiry are valid and valuable and curricula can and should contain elements of them.

Moreover, the student participation in research may be classified as, Level 1: Prescribed Research

Level 2: Bounded Research Level 3: Societal Research Level 4: Self-actuated Research Level 5: Open Research

Taking into consideration the above mentioned facts in respect of integrating research into the MBA 2019 Curriculum, the following Research Skill Based Courses are introduced in the curriculum.

| Semester | RSB Courses                        | Credits |
|----------|------------------------------------|---------|
| I        | Research Led Seminar               | 1       |
| II       | Research Methodology               | 3       |
| II       | Participation in Bounded Research  | 2       |
| III      | Participation in Societal Research | 4       |
| IV       | Project Work                       | 12      |



**MASTER OF BUSINESS ADMINISTRATION  
CURRICULUM(20 19 ONWARDS)**

| SL.<br>NO            | COURSE<br>CODE | TITLEOFTHECOURSE                   | CREDIT | MARKS |
|----------------------|----------------|------------------------------------|--------|-------|
| <b>SEMESTER –I</b>   |                |                                    |        |       |
| 1.                   | 19260SEC11     | Management Concepts                | 3      | 100   |
| 2.                   | 19260SEC12     | Organizational Behaviour           | 3      | 100   |
| 3.                   | 19260SEC13     | Accounting for Managers            | 4      | 100   |
| 4.                   | 19260SEC14     | Economics for Managers             | 3      | 100   |
| 5.                   | 19260SEC15     | Legal Aspects of Business          | 3      | 100   |
| 6.                   | 19260SEC16     | Statistics for Managers            | 4      | 100   |
| 7.                   | 19220SEC01     | Managerial Skill Development-Lab   | 1      | 100   |
| 8.                   | 19260CRS17     | Research Led Seminar               | 1      | 100   |
| <b>SEMESTER –II</b>  |                |                                    |        |       |
| 9.                   | 19260SEC21     | Financial Management               | 4      | 100   |
| 10.                  | 19260SEC22     | Human Resource Management          | 3      | 100   |
| 11.                  | 19260SEC23     | Marketing Management               | 3      | 100   |
| 12.                  | 19260SEC24     | Production & Operations Management | 3      | 100   |
| 13.                  | 19260RMC25     | Research Methodology               | 3      | 100   |
| 14.                  | 19260SEC26     | Strategic Management               | 3      | 100   |
| 15.                  | 19220SEC02     | Data Analysis Lab                  | 1      | 100   |
| 16.                  | 19260BRC27     | Participation in Bounded Research  | 2      | 100   |
| <b>SEMESTER –III</b> |                |                                    |        |       |
| 17.                  | 19260SEC31     | International Business Environment | 3      | 100   |
| 18.                  | 19260SEC32     | Operations Research                | 4      | 100   |
| 19.                  | 19260SRC33     | Design/Socio-Technical Project     | 2      | 100   |
| 20.                  | 19260E-3-      | Elective1                          | 3      | 100   |
| 21.                  | 19260E-3-      | Elective2                          | 3      | 100   |
| 22.                  | 19260E-3-      | Elective3                          | 3      | 100   |

|              |            |                             |    |     |
|--------------|------------|-----------------------------|----|-----|
| 23.          | 19260E-3-  | Elective4                   | 3  | 100 |
| 24.          | 19260E-3-  | Elective5                   | 3  | 100 |
| SEMESTER –IV |            |                             |    |     |
| 25.          | 19260SEC41 | Entrepreneurial Development | 4  | 100 |
| 26.          | 19260E-4-  | Elective6                   | 3  | 100 |
| 27.          | 19260E-4-  | Elective7                   | 3  | 100 |
| 28.          | 19260PRW44 | Project Work                | 10 | 300 |
| 29.          | 19260PEE   | Programme Exit Exam         | 2  | 100 |
|              |            | TOTALCREDITS                | 90 |     |

## SPECIALIZATIONS

### MARKETING

| S.NO | COURSE CODE | TITLEOFTHECOURSE                   | SEMESTER |
|------|-------------|------------------------------------|----------|
| 1    | 19260EA33   | Consumer Behaviour                 | III      |
| 2    | 19260EA34   | Integrated Marketing Communication | III      |
| 3    | 19260EA35   | Brand Management                   | III      |
| 4    | 19260EA36   | Retail Management                  | III      |
| 5    | 19260EA37   | Sales Management                   | III      |
| 6    | 19260EA38   | Services Marketing                 | III      |
| 7    | 19260EA39   | Industrial Marketing               | III      |
| 8    | 19260EA42   | Customer Relationship Management   | IV       |
| 9    | 19260EA43   | International Marketing            | IV       |
| 10   | 19260EA44   | Rural Marketing                    | IV       |

### HUMANRESOURCE

| S.NO | COURSE CODE | TITLEOFTHECOURSE                               | SEMESTER |
|------|-------------|--|----------|
| 1    | 19260EB33   | Knowledge Management                           | III      |
| 2    | 19260EB34   | Organizational Development & Change management | III      |
| 3    | 19260EB35   | Performance Management                         | III      |
| 4    | 19260EB36   | Labour Legislations                            | III      |
| 5    | 19260EB37   | Compensation and Reward Management             | III      |
| 6    | 19260EB38   | Cross Cultural Management                      | III      |
| 7    | 19260EB39   | Conflict and Negotiation Management            | III      |
| 8    | 19260EB42   | Industrial Relations                           | IV       |
| 9    | 19260EB43   | Training & Development                         | IV       |
| 10   | 19260EB44   | Talent Management                              | IV       |

## FINANCE

| S.NO | COURSE CODE | TITLEOFTHECOURSE                           | SEMESTER |
|------|-------------|--|----------|
| 1    | 19260EC33   | Security Analysis and Portfolio Management | III      |
| 2    | 19260EC34   | Derivatives Management                     | III      |
| 3    | 19260EC35   | Project Finance                            | III      |
| 4    | 19260EC36   | Financial Services and Institutions        | III      |
| 5    | 19260EC37   | International Finance                      | III      |
| 6    | 19260EC38   | Insurance and Risk Management              | III      |
| 7    | 19260EC39   | Corporate Finance                          | III      |
| 8    | 19260EC42   | Micro Finance                              | IV       |
| 9    | 19260EC43   | Strategic Financial Management             | IV       |
| 10   | 19260EC44   | Merchant Banking and Financial Services    | IV       |

## PRODUCTIONANDOPERATIONS

| S.NO | COURSE CODE | TITLEOFTHECOURSE                   | SEMESTER |
|------|-------------|------------------------------------|----------|
| 1    | 19260ED33   | Project Management                 | III      |
| 2    | 19260ED34   | Planning and control of operations | III      |
| 3    | 19260ED35   | Technology Management              | III      |
| 4    | 19260ED36   | Logistics Management               | III      |
| 5    | 19260ED37   | Supply Chain Management            | III      |
| 6    | 19260ED38   | Business Process Reengineering     | III      |
| 7    | 19260ED39   | Materials Management               | III      |
| 8    | 19260ED42   | Maintenance Management             | IV       |
| 9    | 19260ED43   | Service Operations Management      | IV       |
| 10   | 19260ED44   | Product Design                     | IV       |



## LOGISTICSANDSUPPLYCHAIN

| S.NO | COURSE<br>CODE | TITLEOFTHECOURSE                                | SEMESTER |
|------|----------------|---|----------|
| 1    | 19260EE33      | Purchasing and Procurement Management           | III      |
| 2    | 19260EE34      | Material Management                             | III      |
| 3    | 19260EE35      | Inventory Management                            | III      |
| 4    | 19260EE36      | Supply Chain Management                         | III      |
| 5    | 19260EE37      | Logistics Management                            | III      |
| 6    | 19260EE38      | Custom House Practice And Legalities            | III      |
| 7    | 19260EE39      | Export Trade and Documentation                  | III      |
| 8    | 19260EE42      | Quality Management                              | IV       |
| 9    | 19260EE43      | Air Cargo Logistics Management                  | IV       |
| 10   | 19260EE44      | Shipping and Ocean Freight Logistics Management | IV       |

## INTERNATIONALBUSINESS

| S.NO | COURSE CODE | TITLEOFTHECOURSE  | SEMESTER |
|------|-------------|---|----------|
| 1    | 19260EF33   | International Marketing                                 | III      |
| 2    | 19260EF34   | International Human Resource Management                 | III      |
| 3    | 19260EF35   | Cross Cultural Management                               | III      |
| 4    | 19260EF36   | Global Logistics and Supply Chain Management            | III      |
| 5    | 19260EF37   | International Trade Procedures and<br>Documentation     | III      |
| 6    | 19260EF38   | International Strategic Management                      | III      |
| 7    | 19260EF39   | Global Business Ethics and Corporate Governance         | III      |
| 8    | 19260EF42   | Management Of International Developmental Organizations | IV       |
| 9    | 19260EF43   | Merger and Acquisitions                                 | IV       |
| 10   | 19260EF44   | International Financial Management                      | IV       |

## SYSTEMS

| S.NO | COURSE CODE | TITLEOFTHECOURSE                                | SEMESTER |
|------|-------------|---|----------|
| 1    | 19260EG33   | Software Engineering                            | III      |
| 2    | 19260EG34   | Software Project Management                     | III      |
| 3    | 19260EG35   | Relational Database Management Systems          | III      |
| 4    | 19260EG36   | E-Business Technology and Management            | III      |
| 5    | 19260EG37   | Data Warehousing & DataMining                   | III      |
| 6    | 19260EG38   | Knowledge Management                            | III      |
| 7    | 19260EG39   | Enterprise Resource Planning                    | III      |
| 8    | 19260EG42   | Information Storage & Management                | IV       |
| 9    | 19260EG43   | Cloud Computing                                 | IV       |
| 10   | 19260EG44   | Decision Support System And Intelligent Systems | IV       |

## HOSPITALMANAGEMENT

| S.NO | COURSE CODE | TITLEOFTHECOURSE   | SEMESTER |
|------|-------------|--|----------|
| 1    | 19260EH33   | Management Of Hospital Services                                  | III      |
| 2    | 19260EH34   | Operations Management In HealthCare                              | III      |
| 3    | 19260EH35   | Marketing Management Of Hospital And Health Care Services        | III      |
| 4    | 19260EH36   | Community Health and Management of<br>National Health Programmes | III      |
| 5    | 19260EH37   | Management of Clinical and Super Specialty Services in Hospitals | III      |
| 6    | 19260EH38   | Patient Care Management  | III      |
| 7    | 19260EH39   | Health Related Laws and Ethics                                   | III      |

|    |           |  |    |
|----|-----------|--|----|
| 8  | 19260EH42 | Medical Tourism  | IV |
| 9  | 19260EH43 | Hospital Architecture, Planning, Design and<br>Maintenance | IV |
| 10 | 19260EH44 | Hospital Waste Management                                  | IV |

## TOURISM

| S.NO | COURSE<br>CODE | TITLEOFTHECOURSE                           | SEMESTER |
|------|----------------|--|----------|
| 1    | 19260EI33      | Tourism Principles, Policies and Practices | III      |
| 2    | 19260EI34      | Tourism Products of India                  | III      |
| 3    | 19260EI35      | Destination Planning and development       | III      |
| 4    | 19260EI36      | Travel agency and Tour operations          | III      |
| 5    | 19260EI37      | Hospitality Management                     | III      |
| 6    | 19260EI38      | Indian culture and Heritage                | III      |
| 7    | 19260EI39      | Tourism Marketing                          | III      |
| 8    | 19260EI42      | Ecotourism                                 | IV       |
| 9    | 19260EI43      | Event Management                           | IV       |
| 10   | 19260EI44      | E-Tourism                                  | IV       |

## AGRIBUSINESSMANAGEMENT

| S.NO | COURSE<br>CODE | TITLEOFTHECOURSE                    | SEMESTER |
|------|----------------|-------------------------------------|----------|
| 1    | 19260EJ33      | Agribusiness Environment and Policy | III      |
| 2    | 19260EJ34      | Agricultural Marketing Management   | III      |

|    |           |  |     |
|----|-----------|--|-----|
| 3  | 19260EJ35 | Farm Business Management                   | III |
| 4  | 19260EJ36 | Management of Agribusiness Cooperatives    | III |
| 5  | 19260EJ37 | Food Retail Management                     | III |
|    |           | Management of Agricultural Input Marketing | III |
| 6  | 19260EJ38 |  |     |
|    |           | Agri Supply Chain Management               |     |
| 7  | 19260EJ39 |  | III |
|    |           | Agriculture Economics                      | IV  |
| 8  | 19260EJ42 |  |     |
|    |           | Agricultural and Micro-Finance             | IV  |
| 9  | 19260EJ43 |  |     |
|    |           | New Trends and Development Agri-Sector     | IV  |
| 10 | 19260EJ44 |  |     |

# SEMESTER -I

|            |     |            |      |   |   |   |   |
|------------|-----|------------|------|---|---|---|---|
| SEMESTER   | ONE | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260SEC11 |      | 4 | 0 | 0 | 3 |

|   |
|---|
| MANAGEMENTCONCEPTS  |
| <p>COURSEOBJECTIVE:Tofamiliarizethestudentstothebasicconceptsofmanagementinordertoaidin understandinghowanorganizationfunctions,andinunderstandingthe complexityandwidevarietyof issuesmanagersfacein today'sbusiness firms.</p>  |
| <p>COURSEOUTCOME:Givesexposuretothepracticeofmanagementincontemporaryorganizationsfr omaconceptual,analyticalperspective.Createabilitytoanalyzeandunderstandmanagementaswellas exploringanddevelopingtheirrownpersonalphilosophyof management.</p>  |
| <p>UNITIINTRODUCTIONTOMANAGEMENTOrganization-Management-Roleofmanagers- Evolution of management thought-Organization and the environmental factors- Managingglobally- Strategies for Internationalbusiness.</p> <p>UNIT II PLANNING Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – DecisionMaking-TypesofdecisionDecisionmakingprocess- Rationaldecisionmakingprocess- Decisionmakingunder differentconditions.</p> <p>UNIT III ORGANISING Nature and purpose of organizing- Organization structure- Formaland informal groups/ organization- Line and staff authority- Departmentation- Span of control-Centralizationanddecentralization- Delegationofauthority-Staffing- SelectionandRecruitment-Orientation-Careerdevelopment-Careerstages-Training- Performanceappraisal</p> <p>UNITIVDIRECTINGManagingpeople-Communication-Hurdlestoeffectivecommunication- OrganizationcultureElementsandtypesofculture-Managingculturaldiversity.</p> <p>UNIT V CONTROLLING Process of controlling- Types of control- Budgetary and non- budgetarycontroltechniquesManagingproductivity-Costcontrol-Purchasecontrol-Maintenance control- Qualitycontrol Planningoperations.</p> <p>Skilldevelopment</p> |

#### TEXT/REFERENCES

Andrew J. Dubrin, *Essentials of Management*, Thomson Southwestern, 9th edition, 2012.

Samuel C. Certo and Tervis Certo, *Modern management: concepts and skills*, Pearson education, 12th edition, 2012.

Harold Koontz and Heinz Weihrich, *Essentials of management: An International & Leadership Perspective*, 9th edition, Tata McGraw-Hill Education, 2012.

Charles W. L. Hill and Steven L. McShane, *Principles of Management*, McGraw Hill Education, Special Indian Edition, 2007.

|            |     |            |      |   |   |   |   |
|------------|-----|------------|------|---|---|---|---|
| SEMESTER   | ONE | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260SEC12 |      | 4 | 0 | 0 | 3 |

|   |
|---|
| 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<br>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.<br>Skill development   |
| 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<br>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

Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.

Fred Luthans, Organisational Behavior, McGrawHill, 11th Edition, 2001.

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| SEMESTER   | ONE | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260SEC13 |      | 4 | 0 | 1 | 4 |

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| ACCOUNTINGFORMANAGERS   |
| <p>COURSEOBJECTIVE:Toacquaintthestudentwiththefundamentalprinciplesoffinancial,cost&amp; ManagementAccounting.Enablethestudentstotakedecisionsusingmanagementaccountingtoolsan</p> <p>dtoexposesthestudentstovariousconceptsandprinciplesof accountingformakingefficientdecisions.</p>  |
| <p>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.</p>  |
| <p>UNIT-I Financial Accounting: Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Preparation of Journal, Ledger and Trial Balance.</p> <p>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</p> <p>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.</p> <p>Issue and Redemption of Debentures - Redemption out of profits – sinking fund method</p> <p>/Recording of transactions relating to issue and redemption of debentures, Underwriting of Issue of Shares (Simple Problems)</p> <p>UNIT-III Management Accounting: Analysis of Financial Statements– Ratios, Comparative Statement, Common Size Balance Sheet, Cash flow Statement, Fund Flow Statement, Trend Analysis.</p> <p>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</p> <p>UNIT-V Budgeting and Budgetary control: Budgetary Control– Meaning and Concepts- Preparation of Various Budgets, Variance Analysis– Material, Labour and Overhead.</p> <p>Employability</p> |

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.

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| SEMESTER   | ONE | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260SEC14 |      | 4 | 0 | 0 | 3 |

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| ECONOMICS FOR MANAGERS  |
| <p>COURSE OBJECTIVE: To make the students aware of the various economic theories and principles-<br/>To equip them with the required tools and techniques for improving their decision making skills.</p>   |
| <p>COURSE OUTCOME: The student must have micro and macro-economic perspective to understand the underpinning of management.</p>   |
| <p>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.</p> <p>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</p> <p>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.</p> <p>Employability</p> <p>UNIT – IV Pricing Policies – Objectives- Pricing Methods</p> <p>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.</p> |

#### TEXT/REFERENCES

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

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| SEMESTER   | ONE | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260SEC15 |      | 4 | 0 | 0 | 3 |

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| LEGALASPECTSOFBUSINESS   |
| COURSEOBJECTIVE:To createtheknowledgeofLegalperspectiveanditspracticesto improvisethebusiness.   |
| COURSEOUTCOME:Legalinsightwillbeestablishedinthebusinesspracticesaccordingto thesituationofchangingenvironment.  |
| UNIT-I:TheContractAct,1871Natureandclassificationofcontracts-Essentialelementsof a valid contract - Offer and Acceptance - Consideration - Capacities of Parties -Provisionsrelating to free consent, void agreements - Provisions relating to performance and discharge ofcontract- Breach of contract-Meaningand remedies.   |
| UNIT - II: Contract Act, 1872 Contracts of Indemnity - Meaning, nature - Right of IndemnityHolder and Indemnifier- Contracts of Guarantee - Meaning, Nature and Features - Types ofGuarantee - Provisions relating to various types of Guarantee - Agency - Agent and Principal -Creation of Agency - Classification of Agents- Relationship between Principa and Agent -Rights,Duties andLiabilitiesofAgent and Principal– Termination ofAgency |
| UNIT - III: Sales of Goods Act, 1930 Contract for Sale of Goods - Meaning - Essentials of aContract of Sale - Formalities of a Contract of sale - Provisions relating to conditions andWarranties - 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,trademarksand designs                                      |
| UNIT - IV: The Negotiable Instruments Act, 1881NegotiableInstruments- Meaning,Characteristics, Types, Parties – Holder and holder in Due Course - Negotiation and Types ofEndorsements- Dishonour of NegotiableInstrument- Noting and Protest-Liability of partiesonNegotiableInstrument.  |
| UNIT- V: The Companies Act, 1956andTheInformationTechnologyAct, 2000Company<br>-Definition,Meaning,FeaturesandTypesofcompanies-Incorporationofacompany-<br>MemorandumofAssociation,ArticlesofAssociationandProspectus-theinformationtechnology act, 2000; Digital<br>Signature - Digital Signature Certificate- Electronic Governance -<br>ElectronicRecords -CertifyingAuthorities-Penalty&Adjudication<br>Employability                        |

#### TEXT/REFERENCES

ElementsofMercantileLaw –N.D.Kapoor.

MercantileLaw–Maheswari&Maheswari.

MercantileLaw–S.M.Shukla.

Pathak and Akhileshwar, “Legal Aspects for Business”, 3rd Edition, Tata McGraw – HillPublishingCompanyLtd, 2007.

Tulsian,“Businesslaw”,2ndEdition,TataMcGraw-HillPublishingCompanyLtd.,2000.

Goel,“Businesslaw”,WileyIndiaPvt.Ltd,2007.

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| SEMESTER   | ONE | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260SEC16 |      | 4 | 0 | 1 | 4 |

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| STATISTICS FORM MANAGERS  |
| <p>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.</p>  |
| <p>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.</p>   |
| <p>UNIT- I Fundamental of Statistics Statistics – Definition, Types. Types of variables– Organising data -Descriptive Statistics – measures of central tendency – measures of dispersion; Skewness &amp; Kurtosis – Frequency distribution – Histograms – Polygons - Definition of random variable.</p>   |
| <p>UNIT- II Fundamental of Probability Basic definitions and rules for probability, conditional probability and independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions.</p>   |
| <p>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.</p> |
| <p>Skill development</p>  |
| <p>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 Proportion 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.</p>                 |
| <p>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</p>  |



regression – Principles of Least squares – Simple Linear Regression – Simple correlation – Co-efficient – Rank Correlation Time Series Analysis

-Variations in Time Series.

#### TEXT/REFERENCES

Richard I. Levin and David S. Rubin, "Statistics for Management", 7th Edition, Pearson Education, 1998. / Prentice Hall of India Pvt. Ltd, 2001.

TN Srivastava and Shailaja Rego, "Statistics for Management", 1st Edition, Tata McGraw-Hill Publishing Company Ltd., 2007.

S. P. Gupta, "Statistical Methods", 7th Edition, S. Chand and Co. Ltd., 2004.

Anderson and Skini, "Statistics for Business and Economics", 9th Edition, Cengage Learning

Mathematics for Managers - M. Raghavachari, TMH

Statistics for Management - Levin et al (PHI) 3. Business Statistics - Saha (Central) Introduction to Statistics for Business - John Fraund.

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| SEMESTER   | ONE | NATURE     | PRACTICAL | L | P | T | C |
| COURSECODE |     | 19220SEC01 |           | 0 | 2 | 0 | 1 |

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| 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   |
| UNIT II: Role Play – Debate – Group Discussions – Paper Presentation – Mock Interview  |
| UNIT III: Corporate Writing, Creative Writing, Report Writing, Preparing Press Notes.  |
| UNIT IV: Case Studies – Analyzing and presenting Cases, Poster Making, Framing Advertisements, Slogans, Captions.  |
| UNIT V: Use of Computer & Technology (MS Word, Powerpoint) (Using Internet as a tool for effective Management)   |
| Skill development  |

# SEMESTER -II

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| SEMESTER             | TWO | NATURE     | CORE | L | P | T | C |
| COURSECODE           |     | 19260SEC21 |      | 3 | 0 | 1 | 4 |
| FINANCIAL MANAGEMENT |     |            |      |   |   |   |   |

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| <p>COURSE OBJECTIVE:: Facilitate student to understand the operational nuances of a Finance Manager. Comprehend the technique of making decisions related to finance function</p>   |
| <p>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.</p>  |
| <p>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.</p>   |
| <p>UNIT – II: Financing Decision Sources of funds- Relative merits and demerits, Capitalization</p> <p>Under Capitalization and Over Capitalization- Capital Structure- theories of capital structure</p> <p>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.</p> |
| <p>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.</p> <p>Employability</p>  |
| <p>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</p>  |
| <p>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.</p>   |

#### TEXT/REFERENCES

M.Y.KhanandP.K.JainFinancialmanagement,Text,ProblemsandcasesTataMcGrawHill, 6th edition, 2011.

M.PandeyFinancialManagement,VikasPublishingHousePvt.Ltd.,10thedition,2012.REFE RENCES

AswatDamodaran, Corporate FinanceTheoryandpractice, John Wiley&Sons, 2011.

JamesC.Vanhorne–FundamentalsofFinancialManagement–PHILearning,11thEdition,2012.

Brigham,Ehrhardt,FinancialManagementTheoryandPractice,12thedition,CengageLearning20 10.

PrasannaChandra,FinancialManagement,9thedition,TataMcGrawHill,2012.

Srivatsava,Mishra,FinancialManagement,OxfordUniversityPress, 2011

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| SEMESTER   | TWO | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260SEC22 |      | 4 | 0 | 0 | 3 |

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| HUMANRESOURCEMANAGEMENT   |  |  |  |  |  |  |  |
| COURSEOBJECTIVE:Toprovideknowledgeaboutmanagementissuesrelatedtostaffing, training,performance,compensation,humanfactorsconsiderationandcompliancewithhumanresourcerequ irements.   |  |  |  |  |  |  |  |
| COURSEOUTCOME:UnderstandingofimportanceofHumanResourceManagementUnderstandin g of concepts and practices of Human Resource Management Designing strategiesin HumanResource ManagementAbilitytotakeupactivities inHumanResource Management.  |  |  |  |  |  |  |  |
| Basicknowledgeaboutprevailinglegislationsrelatedtolabour  |  |  |  |  |  |  |  |
| UNIT–I:HRRolesandFunctionsHumanResourceManagement-IntroductionandImportance- Evolution- DifferencebetweenPersonnelManagementandHRM–HRfunctions  |  |  |  |  |  |  |  |
| -StructureofHRDepartment–Role,DutiesandresponsibilitiesofHRmanager-HRDSystem  |  |  |  |  |  |  |  |
| –HRStrategies andorganisationalStrategies.  |  |  |  |  |  |  |  |
| UNIT - II: Human Resources planning and recruitment Objectives-Importance- HRPPProcess- Manpower Estimation-Job analysis-Job Description-Job Specification - Recruitment-Sources of Recruitment-Selection Process-Placement and Induction-Retention of Employees-merit rating– promotion– transfers–jobenlargement – jobenrichment –job rotation.                                   |  |  |  |  |  |  |  |
| UNIT–III:TrainingandDevelopmentandperformanceappraisalTrainingandDevelopment - Training Process and Methodology - Need and objectives - Training procedure -Methods of Training - Evaluation of Training programmes Performance Management System -Definition, Concepts and Ethics-Differentmethods of Performance Appraisal- Rating Errors- Competencymanagement– 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, VoluntaryRetirement/Separation Schemes,Golden handshake.                                    |  |  |  |  |  |  |  |
| UNIT – V: Industrial Relations Factors influencing industrial relations- State InterventionsandLegalFramework-RoleofTradeunions-CollectiveBargaining- Workers'participationinmanagement-time management–CorporateSocial Responsibility.   |  |  |  |  |  |  |  |

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| Employability   |
| <p>TEXT/REFERENCES</p> <p>Decenzo&amp;Robbins,Personnel /HumanResourceManagement,3rded., JohnWiley&amp;Sons(Pvt.)Ltd.</p> <p>Anne- wilHarzing&amp;JorisVanRuvosseveldt(eds.),InternationalHumanResourceManageme nt-SagePublications, New Delhi.</p> <p>BiswajeetPatanayak, HumanResourceManagement,PHI, NewDelhi</p> <p>LuisR.Gomez,Mejia,BalkinandCardy,ManagingHumanResourcesPHI,NewDelhi.</p> <p>Rudrabasavaraj,DynamicsofPersonnelAdmn.Himalaya PublishingHouse,Mumbai</p> <p>PersonnelManagement –C.BMamoria</p> <p>HumanResourcesManagement–Ashwathappa</p> |

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| SEMESTER   | TWO | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260SEC23 |      | 4 | 0 | 0 | 3 |

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| MARKETINGMANAGEMENT   |
| COURSEOBJECTIVE:To understand fundamental concepts of Marketing in Modern Marketing Practices   |
| COURSEOUTCOME: knowledge of analytical skills in solving marketing related problems, awareness of marketing management process  |
| UNIT I Marketing: Meaning – Concept & its types – Functions and organisation – Marketing Planning – Core concepts of marketing (such as Need, Want, Demand, Customer Value, Exchange, Customer & Consumer, Customer Satisfaction, Customer Delight, Customer Loyalty, Marketing v/s Market, Selling versus Marketing). Concept of Marketing Myopia - Marketing Segmentation and Consumer Behaviour – Marketing Research |
| UNIT II Product Characteristics – Classification – Product Differentiation – Product Hierarchy – Co-Branding – Packaging – Labeling – Warranties & Guarantees – New Product Development   |
| UNIT III Understanding Pricing – Setting the Price – Types of Pricing Strategies – Initiating & Responding to the Price Changes<br>Employability  |
| UNIT IV Role of Marketing Communication – Components of Promotion (Advertising, Sales Promotion, Personal Selling, Public Relations – Basic Concepts), Direct Marketing (Direct Mail, Catalogue, Tele Marketing),   |
| UNIT V Importance of Marketing Channels – Functions – Channel Design – Channel Management – E-Commerce – Marketing Practices – Retailing – Types & Recent Trends – Wholesaling – Market Logistics – Managing Sales Force  |
| TEXT/REFERENCES<br><br>Philip Kotler, Kevin Lane, Abraham Koshy- Marketing Management – A South Asian Perspective- Pearson/Prentice Hall India Ltd<br><br>Rajan Saxena – Marketing Management - Tata McGraw Hill<br><br>Ramaswamy & Namakumary - Marketing Management - Global Perspective - Indian Context - MacMillan India Ltd   |



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| SEMESTER   | TWO | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260SEC24 |      | 3 | 0 | 1 | 3 |

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| PRODUCTIONANDOPERATIONSMANAGEMENT  |
| <p>COURSEOBJECTIVE:Toprovideabroadintroductiontothefieldproductionandoperationsmanagem</p> <p>entandexplaintheconcepts,strategies,toolsandtechniquesformanagingthe transformationprocessthatcanleadtocompetitiveadvantage.</p>   |
| <p>COURSEOUTCOME:Thestudentswouldhavelearnedaboutvariousconceptsrelatedtotheproductio</p> <p>nandoperationsmanagement.Alsounderstoodthedecisionroleandresponsibilities ofoperationsfunctionvis-à-vis other functions in an organization.</p>   |
| <p>UNIT-I:INTRODUCTIONOFPRODUCTIONANDOPERATIONSMANAGEMENT</p> <p>Production &amp; Operations Management – Meaning, Scope, Functions, Relationship betweenPOM&amp;otherfunctionalareasofManagement– EffectofTimeElementonPOM.Classification of Production Systems – Intermittent, Job shop, Batch, Continuous, Flow andMassProduction Systems.</p> <p>UNIT-II:PRODUCTIONPLANNINGANDCONTROLProductionPlanning&amp;Control</p> <p>Preplanning–Fore Casting – Scheduling-Dispatching–Routing–Expediting-PlantLocation</p> <p>Factors Influencing Plant Location, Importance of Environmental Health &amp; Safety factors indecidingthelocationofplant- CostFactor—PlantLayout–Principles,FlowPatterns,Typesof Plant Layout -Capacity Planning – Types of Capacity, Capacity Decision, Capacity PlanningStrategies-ManufacturingModel, P&amp;Q Systems, MRP-I&amp;MRP-II.</p> <p>UNIT-III:DESIGNOFPRODUCT,PROCESSANDWORKSYSTEMSProductDesign</p> <p>Influencingfactors,Approaches,Legal,EthicalandEnvironmentalissues.Process–Planning, Selection, Strategy, Major Decisions. Work Study– Objectives, Procedure. MethodStudy and Motion Study. Work Measurement and Productivity – Measuring Productivity andMethodsto improveproductivity.</p> <p>UNIT-IV:SCHEDULINGANDPROJECTMANAGEMENT ProjectManagement –</p> <p>Scheduling Techniques, PERT, CPM; Scheduling - work centers – nature, importance; Priorityrules and techniques, shop floor control; Flow shop scheduling – Johnson’s Algorithm – Ganttcharts;personnel schedulingin services.</p> <p>UNIT-V: MATERIALS MANAGEMENT Materials Management, Components of MaterialsManagement-</p> <p>MaterialsPlanning,InventoryControl,PurchaseManagement,StoresManagement.InventoryManag ement- InventoryDecisions,ModelsofInventory-ABCAnalysis,XYZ Analysisand JIT.</p> |

Employability

TEXT/REFERENCES

OperationsManagementForCompetitiveAdvantage,Chase,Jacobs,Aquilano,Agarwal,11th Edition, TMH.

ProductionAndOperations Management,S.N.Chary,3rdEdition,TMH

OperationsManagement,Russell,Taylor lii,4thEdition,PHI

ProductionAndOperationsManagement,Chunawalla,Patel,HPH

ProductionAndOperationsManagementConcepts,Models,Behavior,AdamJr.Ebert,PHI.

ModernProduction/OperationsManagement,Buffa,Sarin,8thEdition,Wiley

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| SEMESTER   | TWO | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260RMC25 |      | 3 | 0 | 1 | 3 |

## 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 operations.

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.

COURSE 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.

Skill development

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

RecommendedTextbook:

BusinessResearchmethodsByDr.T.N.SrivastavaandMrs.ShailajaRego–TataMcgrawHill.Co  
Email:[mark\\_pani@mcgraw.hill.com](mailto:mark_pani@mcgraw.hill.com)

Chennai–

BusinessResearchmethods,AlanBrymanandEmmabell– OxfordUniversitypress.chennai.Email:v.anand@oup

Research methodology,ByR.PanneerSelvam,philearningIndia PVTLtd.,New Delhi.Email

:[phi@phindia.com](mailto:phi@phindia.com)

Academicwriting,AguideformanagementstudentsandResearchers,ByMathukuttyM.Monippall  
ShankarPawar–[www.sagepublications.com](http://www.sagepublications.com)

yandBadrinarayanan

ResearchmethodsIndianEditionByDonaldH.McburneyandTheresa–Cengage(learning.Email: [sriram.b@cengage.com](mailto:sriram.b@cengage.com))

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| SEMESTER   | TWO | NATURE     | CORE | L | P | T | C |
| COURSECODE |     | 19260SEC26 |      | 4 | 0 | 0 | 3 |

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| STRATEGICMANAGEMENT   |
| <p>COURSEOBJECTIVE:Toprovideanintegratedviewofthefunctionalareasandtoacquaintthestudents withthestrategicmanagementprocess.Focusestocriticallyexaminethe</p> <p>managementofthe entireenterprise fromtheTop Managementviewpoints.</p> <p>COURSEOUTCOME:Createknowledgeandunderstandingofmanagementpoliciesandstrategies within a changing context to meet stakeholder interestsinformation systems to</p> <p>learnfromfailurekeytoolsandtechniquesfortheanalysisanddesignofinformationsystems, includingtheirhuman andorganisational aswellastechnicalaspects.</p>  |
| <p>UNIT-I INTRODUCTION TO STRATEGIC MANAGEMENT Strategic Management</p> <p>andCompetitiveness- Technology and Technology– Stakeholders in business – Vision, Mission andPurpose– Businessdefinition,ObjectivesandGoals– StrategicBusinessunit(SBD);Functionallevel strategies-Corporate GovernanceandSocial responsibility</p>  |
| <p>UNIT-IIENVIRONMENTALANALYSISTheExternalEnvironment:Opportunities,Threats, Competition and Competitor Analysis.External Environmental Analysis,Segments oftheExternalEnvironment,Porters5ForceModel,TheinternalEnvironment:Resource,Capabilities CompetenciesandCompetitiveadvantages.Analyzinginternalorganization- BuildingCoreCompetencies- ValueChain Analysis, Outsourcing</p> <p>UNIT-III:STRATEGIESThegenericstrategicalternatives–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- Strategicanalysisandchoice- 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</p> <p>UNIT-IVSTRATEGYIMPLEMENTATION&amp;EVALUATIONTheimplementation</p> <p>process, Resource allocation, Designing organisational structure-Designing Strategic ControlSystems- Matching structure and control to strategy-Implementing Strategic change- Politics-Powerand Conflict-Techniques ofstrategievaluation &amp;control-casestudy</p> |

UNIT-V STRUCTURE AND CONTROLS Structure and Controls with Organizations- Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy- Entrepreneurial Implications for Strategy – Functional Strategies.

SKILL DEVELOPMENT

TEXT/REFERENCES

Strategic Management Concepts And Cases, Thompson, Strickland, TMH.

Strategic Management An Integrated Approach, Hill, Jones, 6th Edition, Indian Adaptation, Bi

zantara. Strategic Management Concepts And Cases, David, 12th Edition, PHI. 4. Business Environment

For Strategic Management, Aswathappa, HPH

|            |     |            |           |   |   |   |   |
|------------|-----|------------|-----------|---|---|---|---|
| SEMESTER   | TWO | NATURE     | PRACTICAL | L | P | T | C |
| COURSECODE |     | 19220SEC02 |           | 0 | 2 | 0 | 1 |

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|---|
| DATAANALYSIS(MS-EXCELLAB)   |
| COURSEOBJECTIVE:ThecourseaimsistounderstandMSExcelforapplyingstatistical tools.   |
| COURSE OUTCOME: Learning Outcome: The learning outcome is that the students should beable to: Analyse the data to draw inference for decision making. Understand application ofstatisticalmeasuresofcentraltendency.UnderstandapplicationofANOVA.Analysetrends. Testhypotheses.   |
| 1. TabulationofData inexcel( CreatingMasterTableandSubTable) 2. FormulasandFunctions<br>3. FiltersandSortandValidation Lists,Data fromExternalSources. 4. DataAnalysisUsingChartsand Graphs(PivotTable&Charts)<br>Time Value ofMoney<br>Skilldevelopment<br><br>Measureofcentraltendency:mean,median,mode,<br>Measureofdispersion: variance,standard deviation,Coefficient ofvariation.<br>Correlation,regressionlines.<br>t-test<br>F-test<br>ANOVAonewayclassification,<br>Chisquaretest,independenceofattributes.<br>Timeseries:forecastingMethodofleastssquares,<br>Movingaveragemethod |

## TEXT/REFERENCES

Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.

DPApte: Statistical Tools for Managers USING MSEXCEL, Excel, 2012.

David M Levine, David F. Stephan & Kathryn A. Szabat, Statistics for Managers—Using MSEXcel, PHI, 2015.

Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.

Shelly, MS Office, 2007, Cengage, 2009.

Ajai S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009



# SEMESTER -III

|            |       |            |      |   |   |   |   |
|------------|-------|------------|------|---|---|---|---|
| SEMESTER   | THREE | NATURE     | CORE | L | P | T | C |
| COURSECODE |       | 19260SEC31 |      | 4 | 0 | 0 | 3 |

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| INTERNATIONALBUSINESSENVIRONMENT   |
| COURSEOBJECTIVE:Tofamiliarizethestudentstothebasicconceptsofinternational businessmanagement   |
| COURSEOUTCOME:Studentswouldbefamiliarwithglobalbusinessenvironment,globalstrategic managementpracticesandgetacquaintedwithfunctionaldomainpractices.They wouldbefamiliarwithconflictsituationsandethicalissuesinglobalbusiness.  |
| UNIT-I Natureandscopeofinternationalbusiness-Growingrelevanceofinternationalbusiness- Types,Importanceofinternationalbusiness.Businessenvironment-internalandexternal 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, objectivesand functions   |
| UNIT-III International Trade- Theories-Adam Smith, David Ricardo, Hecksher-Ohilin, andLeontief Paradox Government influence on trade-protectionism. Exim policy of India- Exportpromotion-incentives-SEZ-objectivesof SEZ.-BoP vsBoT-Components of BoP.  |
| Employability  |
| UNIT IV MNCs- Benefits to host country-problems of MNCs –MNCs in India. Transfer oftechnology-levels,channels- methodsoftechnologytransfer-Internationalinvestments- Significanceandtypesofinternationalinvestments-FDI,FII- factorsaffectingFDI-Cross- borderM&As.                                |
| UNIT-VGlobalisationandbusiness–Featuresofglobalization-essentialconditionsforglobalization- foreignmarketentrystrategies-ProsandconsofGlobalisation.Globalcompetitiveness- determinantsand itspillars-IT revolution andBusiness Environment  |
| TEXT/REFERENCES  |
| FrancisCherunilam,"InternationalBusinessEnvironment",HimalayaPublishingHouseMumbai,4thE dition   |
| K.Aswathappa,"Essentials of BusinessEnvironment-Text,Cases &Exercises",  |

HimalayaPublishingHouse, Mumbai, 12thRevised Edition.

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| SEMESTER   | THREE | NATURE     | CORE | L | P | T | C |
| COURSECODE |       | 19260SEC32 |      | 3 | 0 | 1 | 4 |

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| 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 the student 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 application of Operation Research in managerial decision-making-Decision-making environments: Decision-making under certainty, uncertainty and risk 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 methods 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/1 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 asset that deteriorates 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

Employability

#### TEXT/REFERENCES

Vohra-Quantitative Techniques in Management (Tata McGraw-Hill, 2nd edition), 2003.

Peter C Bell-Management Science/Operations Research (Vikas)

Kothari-Quantitative Techniques (Vikas), 1996, 3rd ed.

Akhilesh KB and Balasubramanyam S- Quantitative Techniques (Vikas)

Taha Hamdy-Operations Research-An Introduction (Prentice-Hall, 7th edition), 1996, 5th ed.

J K Sharma-Operations Research (Pearson)

# SEMESTER -IV

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| SEMESTER   | FOUR | NATURE     | CORE | L | P | T | C |
| COURSECODE |      | 19260SEC41 |      | 4 | 0 | 0 | 4 |

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| ENTREPRENEURIAL DEVELOPMENT  |
| COURSE OBJECTIVE: The objective of this course is to familiarize the students with the ground realities of starting & managing their own Entrepreneurial ventures.   |
| COURSE OUTCOME: Students will gain knowledge and skills needed to run a business. Gives required competencies to run the successful enterprise. Prepared to become an entrepreneur.  |
| UNIT I INTRODUCTION TO ENTREPRENEURSHIP 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   |
| UNIT II ENTREPRENEURSHIP FEASIBILITY ANALYSIS 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 |
| UNIT III LAUNCHING OF SMALL BUSINESS 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   |
| Employability UNIT IV DEVELOPMENT OF SMALL BUSINESS 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.  |
| UNIT V WOMEN ENTREPRENEURS Women Entrepreneurs Problems & Prospects in Women Entrepreneurships, Role of Government in Promoting Women Entrepreneurs. Development of Self Help Groups, Steps taken by Government in Promoting SHGs..  |
| TEXT/REFERENCES<br>1. Small Scale Industries And Entrepreneurship, Vasant Desai, HPH. 2. Entrepreneurial Development, Jayshree Suresh, Margham.<br>Entrepreneurship New Venture Creation, Holt, PHI.<br>Entrepreneurship In The New Millennium, Kuratko, Hodgetts, South Western Cengage Learning.<br>Entrepreneurship, Hirsch, Peters, 6th Edition, TMH.                            |

# MARKETING



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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EA33 |          | 3 | 0 | 0 | 3 |

## 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.

Employability

**UNIT-**

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

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| <p>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</p>              |
| <p>TEXT/REFERENCES</p> <p>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</p> |

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EA34 |          | 3 | 0 | 0 | 3 |

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| INTEGRATED MARKETING COMMUNICATION  |
| <p>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.</p>  |
| <p>COURSE OUTCOME: Students create and manage these promotional tools to successfully execute a business strategic plan.</p>  |
| <p>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.</p> <p>Unit II:</p> <p>Sales Promotion The scope and role of sales promotion; Types, Planning Sales Promotion Programmes; 1q Consumer oriented sales promotion; Trade oriented sales promotion; Coordinating sales promotion and advertising; Personal Selling, Role, Advantages and Dis advantages, Personal Selling Skills.</p> <p>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.</p> <p>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,</p> <p>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.</p> <p>Skill development</p> |

#### TEXT/REFERENCES

George Belch, Michael Belch & Keyoor Purani, Advertising & Promotion - An Integrated Marketing Communications Perspective, TMH, Latest Edition.

Kruti Shah and Alan D'Souza, Advertising & Promotions: An IMC perspective, TMH, Latest Edition.

Terence A. Shimp, Advertising & Promotion: An IMC Approach, Cengage Learning, Latest Edition.

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EA35 |          | 3 | 0 | 0 | 3 |

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| BRANDMANAGEMENT  |
| <p>COURSEOBJECTIVE:Theobjective ofthiscourseistointrocestudentstothebasic scope,benefitsandtypes ofbrands; andunderstand thesteps involvedin designinganappropriate brandfortheorganization.</p>   |
| <p>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.</p> |
| <p>UNIT I Introduction Concept of Brand, Significance of Branding for Consumers and forFirms,BrandingChallenges &amp;Opportunities,Conceptof BrandEquity,Costbased,PricebasedandCustomer basedBrand Equity.</p>  |
| <p>UNIT II Brand Strategies Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding forGlobalMarkets – Competingwith foreign brands.</p>   |
| <p>UNIT III Planning and Implementing Brand Marketing ProgramsChoosing brandelementstobuildbrandequity,OptionsandtacticsforBrand,Newperspectivesonmarketing, Integrating marketing communication to build brand equity, Conceptualizing theleveragingprocess, Co-branding, CelebrityEndorsements</p>   |
| <p>Employability</p>   |
| <p>UNITIVMeasuringandInterpretingBrandPerformanceThebrandvaluechain,Designing brand tracking studies, Capturing customer mind set through quantitative researchtechniques</p>  |
| <p>UNITVGrowingandSustainingBrandEquityBrandarchitecture,Brandhierarchy,Designingbrandstrategy,Newproducts,Brandextensions-advantageanddisadvantage,Reinforcingbrands, Revitalizingbrands, Brand failures.</p>   |

#### TEXT/REFERENCES

StrategicBrandManagement -Kevin LaneKeller

BrandingConcepts&Process-DebashishPati

MarketingManagement -PhilipKotler

SuccessfulBranding-Pran K Choudhary

BrandPositioningStrategiesforCompetitiveAdvantage -SubratoSenGupta

StrategicBrandManagement -Caperer

BehindPowerfulBrands-Jones

ManagingIndianBrands-S.RameshKumar

| SEMESTER   | THREE     | NATURE | ELECTIVE | L | P | T | C |
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| COURSECODE | 19260EA36 |        |          | 3 | 0 | 0 | 3 |
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| RETAILMANAGEMENT  |
| <p>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.</p>   |
| <p>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.</p>              |
| <p>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.</p> |
| <p>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.</p>   |
| <p>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.</p>      |
| <p>Employability 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.</p>               |
| <p>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.</p>  |

#### TEXT/REFERENCES

Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata McGraw Hill, Sixth Edition, 2007

Ogden, Integrated Retail Management, Biztantra, India, 2008.

Patrick M. Dunne and Robert Flus, Retailing, Thomson Learning, 4th Edition 2008.

Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.

Swapna Pradhan, Retail Management-Text and Cases, Tata McGraw Hill, 3rd Edition, 2009.

Dunne, Retailing, Cengage Learning, 2nd Edition, 2008

Ramkrishnan and Y.R. Srinivasan, Indian Retailing Text and Cases, Oxford University Press 2008

Dr. Jaspreet Kaur, Customer Relationship Management, Kogent solution.



| SEMESTER | THREE     | NATURE | ELECTIVE | L | P | T | C |
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|          | 19260EA37 |        |          | 3 | 0 | 0 | 3 |

#### SALES MANAGEMENT

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.

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| 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, Behaviorist 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 EMPLOYABILITY   |
| 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

SalesManagement-RichardRstillEdwardW. Cundiff

Strategiesforselling-GeraldA.Michaelson

SalesManagementHandbook –ForsythPtrick

Valueadded selling-TomReilly

BuildingaWinningSales Team– GiniGraham&Scott

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260EA39 |          | 3 | 0 | 0 | 3 |

#### INDUSTRIALMARKETING

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

COURSEOUTCOME: 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: &quot;Knowledge ...in line with a masters student in business administration in comparable international studies&quot;. 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-BusinessmarketingandConsumermarketing-Businessproducts-OrganizationalbuyingProcess-ClassificationofIndustrialCustomersandIndustrialProducts,IndustrialMarketingEnvironment   |
| Unit II   | Strategiesfor customerrelationshipmanagementforbusinessmarkets-Strategicplanning- Relationshipmarketing- Managingbuyer-sellerrelationship-Measuringcustomerprofitability- Methods offorecastingdemand- ComponentsofBusinessmodels- Strategicresourcesofbusinessmarketing-CustomerSatisfactionManagementandMeasurement, Customer Loyalty |
| Unit III  | Managing products- Innovation & new productdevelopment- Business-to- Businessbrand-Productpositioning- Managementof innovation- StepsinNew productdevelopment- Deliveringeffectivecustomersolutions- Business-servicemarketing- Servicequality-Servicepackages-Product line planning.   |
| EMPLOYABILITY   |   |
| Unit IV   | Marketing Strategies Industrial Markets - Product, Price, Promotion andDistribution.MarketingResearchforIndustrialProducts-MarketingstrategyforIndustrialFirms- Developing&EvaluatingStrategies- Effectiveimplementation ofStrategies.  |
| Unit V  | Managing channels- B2B in ecommerce platform & SCM- Pricing strategies: Businessmarketingchannels- CostsofLogistics-B2Blogisticalmanagement- PricingBusinessproductsacross their life cycle-Competitive pricing tactics - Marketing Communications- advertising&salespromotion -Personal selling-Performancemeasurement.                |
| TEXT/REFERENCES   |   |
| ElectronicCommerceTechnologies&Applications, BhaskarBharat,TMHE-CommerceAnIndian Perspective,JosephP.T.,PHI E-Commerce:StrategyTechnologies&Applications, Whiteley,David,TMH IndustrialMarketingManagementM.Govindarajan,VikaspublishingHousePVT Ltd. IndustrialMarketingbyMILIND T.Phadtare-PHILearningPVT Ltd., |   |

# HUMAN RESORUSES

|            |       |           |          |   |   |   |   |
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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EB33 |          | 3 | 0 | 0 | 3 |

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.

EMPLOYABILITY

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

Becerra Fernandez: Knowledge Management: An Evolutionary View, PHI, 2009

Fernando: Knowledge Management, Pearson, 2009

B. Rathana Reddy: Knowledge Management, Himalaya, 2009

Madan Mohan Rao, Leading with Knowledge, Tata McGraw Hill, 2011



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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EB34 |          | 3 | 0 | 0 | 3 |

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| SUBJECT TITLE: ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT  |
| <p>OBJECTIVE:</p> <p>The objective of this paper is to prepare students as organizational change facilitators using the knowledge and techniques of behavioral science.</p> <p>COURSE OUTCOMES</p> <p>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.</p> <p>Unit I: Organizational Development Concept – OD Models - Characteristics of OD – OD Components-Process and Methods of Managing Organization Development</p> <p>Unit II: OD Interventions: Nature of OD Interventions – Team Interventions, Personal, Interpersonal &amp; Group Process Interventions – Comprehensive Interventions – Structural Interventions – Problems in OD Interventions, Resistance – individual &amp; organizational.</p> <p>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 &amp; New Perspectives.</p> <p>SKILL DEVELOPMENT</p> <p>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.</p> <p>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</p> |

change, effective implementation of change.

SUGGESTED READINGS:

W.L. French & CH Bell: Organization Development, Prentice Hall of India/Pearson Education.

SP Robbins: Organizational Behaviour, Prentice Hall of India

Udai Pareek: Understanding Organizational Behaviour, OUP

Nilakant and Ramnarayan: Managing Organisational Change, Response Books

K. Harigopal: Management of Organizational Change, Response Books.

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EB35 |          | 3 | 0 | 0 | 3 |

SUBJECTTITLE:PERFORMANCEMANAGEMENT

OBJECTIVE:

Theobjectiveofthiscourseistohelpthestudentsgainunderstandingofthefunctionsofperformance

Managementsystemintheorganizationandprovidethemtoolsandtechniquetobeusedinappraisingthe  
performance of theemployees.

COURSE OUTCOMES

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

2 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.

Employability

#### UNIT-IV

Significance of review, Process of performance review, Performance rating, Rating Errors, Reducing rater's 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:

“Prem Chadha”, Performance Management, Macmillan, 2008.

“T.V. Rao”, Performance Management & Appraisal Systems, Response Books, 2007.

“Herman Aguinis”, Performance Management, Pearson Education, 2008.

“Peter Ward”, 360 Degree Feedback, Jaico publishing house, 2006.

“Dewakar Goel”, Performance Appraisal & Compensation Management, PHI, 2008.

"B.D.Singh",Compenstion&RewardManagement,Excel Books,2007.

"R.K.Sahu",PerformanceManagementSystem,ExcelBooks,2007.

"Srinivas.R.Kandula",PerformanceManagement",PHI,2006.

EditedbyFrancesNEale,HandbookofPerformanceManagement,JaicoPublishing,2008.

"MicjaelArmstrong&AngelaBaron",PerformanceManagement,JaicoPublishing,2007.

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EB36 |          | 3 | 0 | 0 | 3 |

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| SUBJECTTITLE:LABOURLEGISLATIONS  |
| <p>OBJECTIVE: 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.</p> <p>COURSE OUTCOMES</p> <p>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.</p> |
| <p>UNIT I</p> <p>Factories Act, 1948-Industrial Dispute Act, 1947</p>  |
| <p>UNIT II</p> <p>Industrial Employment (Standing Order) Act, 1946 - Employee Provident Fund &amp; Miscellaneous Act, 1952- Trade Union Act, 1926</p>  |
| <p>UNIT III</p> <p>Payment of Wages Act, 1936- Minimum Wages Act, 1948- Employee State Insurance Act, 1948</p>   |
| <p>UNIT IV</p> <p>Payment of Bonus Act, 1965- Payment of Gratuity Act, 1972</p>  |
| <p>UNIT V</p> <p>Workmen Compensation Act, 1923- Maternity Benefit Act, 1961- The Apprentice Act, 1961 Skill development</p>   |
| <p>References:</p> <p>N.D. Kapoor (2006), Industrial Law, Himalaya publishers</p>  |

S.C.Srivastava(2009),IndustrialRelationsandLabourLaws,Vikas

| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
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| COURSECODE |       | I9260EB84 |          | 3 | 0 | 0 | 3 |

SUBJECTTITLE:COMPENSATION&REWARDMANAGEMENT

**OBJECTIVE:**

The course is designed to promote understanding of issues related to the compensation andrewarding human resources in the organizations and to impart skills in designing analyzing andrestructuringreward management systems, policies andstrategies.

**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.

**UNITI:**

concepts, Theories of Wages, Importance, Wage Policy, Criteria for Wage Fixation, Techniquesof Wage Determination, Wage Fixation Machinery, Wage Differentials, and Challenges ofRemuneration. Impact of compensation and employees benefit on organizational effectiveness;EconomicandBehavioral issues in compensation.

**UNITII:**

Role of compensation in organization, Determination of Inter and Intra-industry CompensationDifferentials,InternalandExternalEquityinCompensationSystems.Factorsinfluencingcompensationlevels, compensationas motivational tool,compensation policy.

**UNITIII:**

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

**SKILL DEVELOPMENT**

**UNITIV:**



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| <p>Profit sharing, payment of bonus. Understanding Different Components of Compensation Packages like Benefits, Incentives and Retirement Plans, Compensation Practices of Multinational Corporations and Strategic Compensation Systems. Understanding tools in designing, improving and implementing compensation packages</p> <p>UNIT V:</p> <p>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.</p> <p>SUGGESTED READINGS:</p> <p>Milkovich, Compensation, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2008.</p> <p>B.D. Singh, Compensation and Reward Management, Excel Books, New Delhi, 2006.</p> <p>Henderson, Richard, I: Compensation Management: Rewarding Performance, PHI</p> <p>Henderson, Compensation Management in a Knowledge Based World, Pearson Education, New Delhi, 9th Edition.</p> | Fringe |
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| SUBJECT TITLE: CROSS CULTURAL MANAGEMENT  |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOMES</p> <ul style="list-style-type: none"> <li>☐ Increase their behavioral effectiveness in interactions with people from other cultures;</li> <li>☐ Develop insights about the role of leadership to bridge across different cultures and create synergies; and,</li> <li>☐ Deepen self-awareness as a continuously-learning individual in a multi-cultural global system.</li> </ul> <p>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.</p> <p>Unit-2: Cultural Dimensions and Dilemmas: Value orientations and Dimensions Reconciling cultural dilemmas Culture and Styles of Management: Management tasks and cultural values.</p> <p>Unit-3: Culture and Organizations: Culture and corporate structures Culture and Leadership Culture and Strategy Cultural change in Organizations- Culture and marketing Cultural Diversity.</p> <p>Unit-4: Culture and Communications: Business communication across cultures Barriers to intercultural communication Negotiating Internationally.</p> <p>SKILL DEVELOPMENT</p> <p>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.</p> |

## 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-

Crosscultural Dimension, 3/e, Blackwell, 2005.

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260EB39 |          | 3 | 0 | 0 | 3 |

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. stress, consequences of stress, measures individuals and organizations can adopt for eliminating or managing stress.

Employability

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.

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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:

Lewicki, Saunders, Barry, Negotiation, TMGH.

Eirene Rout, Nelson Omika, Corporate Conflict Management – Concepts & Skills, PHI.

Subbulakshmi, Conflict Resolution Techniques,

ICFAI University Press. Barbara Corvete, Conflict Management, Pearson Education.

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSE CODE  |      | 19260EB42 |          | 3 | 0 | 0 | 3 |
| SUBJECT TITLE: INDUSTRIAL RELATIONS  |      |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>This course will help the student to get exposure on Industrial Relations. Understand the relationship between the employee, employer, union and government</p>   |      |           |          |   |   |   |   |
| <p>UNIT I Industrial Revolution – IR Concept, Importance &amp; Scope – Factors affecting IR – Approaches to IR – IR Policy Pre-Independence &amp; Post-Independence – ILO – Changing Scenario of Industrial unrest</p> <p>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</p> <p>UNIT III Labour Welfare works – concepts, need, importance, scope &amp; Features – Approaches to Labour Welfare – Worker’s Education – Concept, Objectives – Workers Education in India – Level of Workers Education – Workers Training</p> <p>UNIT IV Collective Bargaining – Concept, Features, Importance – Principles of Collective Bargaining – Forms of Collective Bargaining – Process of Negotiation during Bargaining EMPLOYABILITY</p> <p>UNIT V Worker’s Participation in Management – Concept, Objective – Forms of participation – Level of participation – Functions of Joint Council – Condition necessary for effective working</p> |      |           |          |   |   |   |   |
| <p>References Books</p> <p>Dynamic of Industrial Relations, Memoria, Memoria &amp; Gankar (2008), Himalaya Publishing House</p> <p>Industrial Relations in India, Ratan Sen (2010) MacMillan</p> <p>Industrial Relations Emerging Paradigms, B.D. Singh (2010), Excel Books</p>  |      |           |          |   |   |   |   |

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260EB43 |          | 3 | 0 | 0 | 3 |

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.

**EMPLOYABILITY**

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:

B. Janakiraman, Training and Development, Biztantra, New Delhi, 2008.

Employee Training and Development-Raymond Noe

Every Trainers Handbook-Devendra Agochia

360 Degree Feedback, Competency Mapping and Assessment Centre-Radha Sharma







# FINANCE

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| COURSECODE   | 19260EC33 | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:SECURITYANALYSISANDPORTFOLIOMANAGEMENT  |           |   |   |   |   |
| <p>OBJECTIVE:</p> <p>Theobjectiveofthiscourse istoimpartknowledge tostudents regarding thetheory andpractice of Security Analysis and to give the students an in-depth knowledge of the theory andpracticeof Portfolio Management.</p> <p>COURSE OUTCOME: To provide a theoretical and practical background in the field of investments.</p> <p>Designing and managing the bond as well as equity portfolios in the real word. Valuing equity and debt instruments.</p> <p>Measuring the portfolio performances.</p>   |           |   |   |   |   |
| <p>UNIT–I:IntroductiontoInvestmentandSecurities IntroductiontoSecurities–</p> <p>TypesofSecurities-InvestmentProcess–InvestmentAlternatives</p> <p>–SecuritiesMarkets-StockExchangesanditsFunctions–FunctionsandguidelinesofSEBI.Risk Return: SecurityReturns-Risk Measurements – PicturingRisk and Return.</p> <p>UNITIIIFUNDAMENTALANALYSIS</p> <p>Economic Analysis– Economic forecasting and stockInvestment Decisions– Forecastingtechniques. Industry Analysis : Industry classification, Industry life cycle – Company AnalysisMeasuring Earnings – Forecasting Earnings – Applied Valuation Techniques</p> <p>Graham andDoddsinvestor ratios.</p> <p>Employability</p> <p>UNITIVTECHNICALANALYSIS</p> <p>Fundamental Analysis Vs Technical Analysis– History of Technical Analysis– TechnicalTools</p> <p>Dow theory -Trend Models- Market Indicators – Efficient Market Theory : BasicConcepts– TheRandomWalk Theory.</p> <p>UNIT–III:Valuationof Securities</p> <p>Valuation of Bonds: Bond VS Debenture- Classification of Bonds – Time Value Concept – Methods of Bond Return and Valuation- Bond Value Theorems –Convexity –Immunisation – Valuationof Equity: Return on Equity– VariousModel of EquityValuation.</p> <p>UNIT–5:PortfolioManagement</p> <p>Portfolio Management: Definition – Selection of portfolio – Markowitz model – Sharp IndexModel –Capital Asset Pricing Theory and Arbitrage Pricing Model – Portfolio Evaluation</p> <p>–PortfolioRevision.</p> |           |   |   |   |   |

SUGGESTED READINGS:

Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI, New Delhi

Bhall, V.K.: Investment Management – Security Analysis and Portfolio Management, S. Chand, New Delhi

Alexander, Gordon J. and Sharpe, William F.: Fundamentals of Investments: Englewood Cliffs, Prentice Hall Inc, New Jersey

Elton, Edwin J. and Gruber, Martin J.: Modern Portfolio Theory and Investment Analysis, John Wiley, New York.

Amling, Frederic: Investment, Englewood Cliffs, Prentice Hall, New Jersey

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EC36 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:FINANCIALSERVICESANDINSTITUTIONS  |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOME</p> <p>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.</p>  |       |           |          |   |   |   |   |
| <p>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.</p> <p>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</p> <p>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</p> <p>EMPLOYABILITY</p> <p>UNIT – IV: International Market and Financial Services International Financial Institutions</p> <p>- International Monetary Fund, Asian Development Bank, World Bank. International Financial Market, International Financial Assets and Services</p> |       |           |          |   |   |   |   |

UNIT – V: Credit Rating: Credit Rating system – Growth factors CRISIL Ratings for shortterm instruments Credit rating process

SUGGESTED READINGS:

Financial Services By Dr. S. Gurusamy TMH.

Financial Services, By Nalini PRAVATRI PATHY, PHI Learning Pvt Ltd.,

Financial markets, Institutions & Services by NK Gupta and Monika Chopra – Ane books Pvt Ltd. [www.anebooks.com](http://www.anebooks.com)

Financial Services M. Y. Khan, TMH.

Financial Markets and Institutions by Jeff Madura, India Edition, Cengage Learning.

Financial Services and System By K. Sasidharan and Alex K. Mathews, TMH.

Financial Services S. Mohan and R. Elangovan, By Deep and Deep publication.

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| SEMESTER | THREE | NATURE | ELECTIVE | L | P | T | C |
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| COURSECODE  | 19260EC37 | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:INTERNATIONALFINANCE   |           |   |   |   |   |
| <p>OBJECTIVE:</p> <p>To give the students an overall view of the international financial system – instruments and markets.</p> <p>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 efficient and effective manner. Students will also understand &amp; manage the risks that MNCs have to deal with.</p>  |           |   |   |   |   |
| <p>Unit I</p> <p>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</p> <p>Unit II</p> <p>Fundamentals of Foreign Exchange – Parity theory and conditions – Factors affecting determination of Exchange rate – Various exchange rate types.</p> <p>Unit III</p> <p>Exposure and Risk Management - hedging – speculation – arbitrage - internal and external techniques of hedging – derivatives – meaning – significance – types.</p> <p>EMPLOYABILITY</p> <p>Unit IV</p> <p>Regulatory Framework for International Finance - Short term financial management in a global set-up – treasury functions – International Taxation – Double Taxation Avoidance Agreement</p> <p>Unit V</p> <p>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.</p> |           |   |   |   |   |



**SUGGESTED READINGS:**

Shapiro, Alan.C.: Multinational Financial Management, Prentice Hall, New Delhi

Apte, P.G.: International Financial Management, Tata McGraw Hill, New Delhi

Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi

Eitman, D.K. and A. I. Stenehill: Multinational Business Cash Finance, Addison Wesley, New York

Henning, C.N., W. P. G. and W. H. Scott: International Financial Management, McGraw Hill, International Edition.

Levi, Maurice D.: International Finance, McGraw Hill, International Edition

Rodrigues, R.M. and E.E. Carter: International Financial Management, Prentice Hall, International Edition

Yadav, Surendra S., P.K. Jain and Max Peyrard: Foreign Exchange Markets, MacMillan, New Delhi

Zeneff, D. and J. Zwick: International Financial Management, Prentice Hall, International Edition.

Sharan: International Financial Management, PHI, New Delhi

| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
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| COURSE CODE  |       | 19260EC38 |          | 3 | 0 | 0 | 3 |
| 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.

#### EMPLOYABILITY

#### 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:

DR.P.K.GUPTA: Insurance and Risk Management, 1st edition, Himalaya Publishing House.

DR.P.K.GUPTA: Fundamentals of Insurance, 1st edition, Himalaya Publishing House.

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.

Prof.K.S.N.Murthy and K.V.S.Sarma: Modern Law of Insurance in India, N.M.Tripathi Pvt.Ltd., Bombay.

P.S.Palande, R.S.Shah, M.L.Lunawat: Insurance in India, Sage Publications, New Delhi.

| SEMESTER | FOUR | NATURE | ELECTIVE | L | P | T | C |
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| SUBJECT TITLE: CORPORATE FINANCE   |
| <p>OBJECTIVE:</p> <p>Student will acquire Nuances involved in short term corporate financing, Good ethical practices</p> <p>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.</p> |
| <p>UNIT I INDUSTRIAL FINANCE</p> <p>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.</p>   |
| <p>UNIT II SHORT TERM-WORKING CAPITAL FINANCE</p> <p>Estimating working capital requirements – Approach adopted by Commercial banks, commercial paper-Public deposits and inter corporate investments.</p>   |
| <p>UNIT III ADVANCED FINANCIAL MANAGEMENT</p> <p>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.</p>  |
| <p>EMPLOYABILITY</p>   |
| <p>UNIT IV FINANCING DECISION</p> <p>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.</p>  |

| SEMESTER   | FOUR | NATURE | ELECTIVE | L | P | T | C |
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| <p>UNITVCORPORATEGOVERNANCE</p> <p>Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate SocialResponsibility-Stakeholdersand Ethics-Ethics,Managers and Professionalism.</p>  |      |        |          |   |   |   |   |
| <p>TEXTBOOKS</p> <p>RichardA.Brealey,StewartC.MyersandMohanthy,PrinciplesofCorporateFinance,TataMcGraw Hill, 9th Edition, 2011</p> <p>I.M.Pandey,FinancialManagement,VikasPublishingHousePvt., Ltd.,12thEdition,2012.</p> <p>REFERENCES</p> <p>BrighamandEhrhardt,CorporateFinance-AfocusedApproach,CengageLearning,2ndEdition, 2011.</p> <p>M.YKhan,Indian FinancialSystem,TataMcGrawHill,6thEdition,2011</p> <p>Smart,Megginson,andGitman,CorporateFinance,2ndEdition,2011.</p> <p>KrishnamurthyandViswanathan,AdvancedCorporate Finance,PHILearning,2011.</p> <p>Websiteof SEBI</p> |      |        |          |   |   |   |   |

| SEMESTER   | FOUR | NATURE     | ELECTIVE | L | P | T | C |
|------------|------|------------|----------|---|---|---|---|
| COURSECODE |      | 19260EC108 |          | 3 | 0 | 0 | 3 |

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| SUBJECTTITLE:MICROFINANCE  |
| Objectives:To enable the students to understand the principles, practices and application in Micro Finance.  |
| 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.   |
| <p>UNIT I Introduction: Evolution: Impact and Importance: Micro Financial Services: Steps Initiated in Development of Micro finance</p> <p>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</p> <p>UNIT III Micro Finance Services: Weaker Sections: SHG-Bank Linkage: Banks and Financial Intermediaries: SHG-Thrift credit, and Other Financial Services</p> <p>UNIT IV Formation and development of Micro Services. Micro Finance Institutions: Role of MF in developing Micro Finance: Enhancing Institutional Finance</p> <p>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.</p> |
| Reference Books  |
| Micro finance and poverty reduction by Susan Johnson and Bren Rogaly – Oxfam 1997  |
| Indian microfinance-the challenges of rapid growth-by Prabughate – Sage 2007   |
| Microfinance hand book-by Jonnaledgerwood – E book   |
| Commercial banks in microfinance-by Malcolm Harper and Sukhwinder Singh Arora – Teri Press 2005.   |

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|-------------------|-------------|---------------|-----------------|----------|----------|----------|----------|
| <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> | 19260EC109  |               |                 | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

| SEMESTER   | FOUR | NATURE     | ELECTIVE | L | P | T | C |
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| COURSECODE |      | 19260EC110 |          | 3 | 0 | 0 | 3 |

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| 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.   |  |  |  |  |  |  |  |
| 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  |  |  |  |  |  |  |  |
| EMPLOYABILITY  |  |  |  |  |  |  |  |
| 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  |  |  |  |  |  |  |  |
| Sharplin, 'Strategic Management', McGraw Hill.   |  |  |  |  |  |  |  |
| Weston J. Fred & E. F. Brigham, 'Managerial Finance', Dryden Press   |  |  |  |  |  |  |  |
| James C. Van Horne, 'Financial Management and Policy', Prentice Hall of India  |  |  |  |  |  |  |  |
| M. Y. Khan, 'Financial Services', Tata McGraw Hill- 3rd Edition  |  |  |  |  |  |  |  |
| Richard A. Brealey and Stewart C. Myers, 'Principles of Corporate Finance', Tata McGraw Hill.  |  |  |  |  |  |  |  |

| SEMESTER  | FOUR  | NATURE | ELECTIVE | L | P | T | C |
|---|-------|--------|----------|---|---|---|---|
| COURSE CODE   | 19260 | ECT    | III      | 3 | 0 | 0 | 3 |
| Pradipti Khandwalla, 'Innovative Corporate Turnarounds', Saga Publications<br><br>G.P Jakhotiya, 'Strategic Financial Management', Vikas Publications |       |        |          |   |   |   |   |



| SEMESTER | FOUR | NATURE | ELECTIVE | L | P | T | C |
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| 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.  |
| <p>UNIT I MERCHANT BANKING</p> <p>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.</p> <p>UNIT II ISSUE MANAGEMENT</p> <p>Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments</p> <p>—</p> <p>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, FIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRIMarketing– Post Issue Activities.</p> <p>UNIT III OTHER FEE BASED SERVICES</p> <p>Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating– Mutual Funds – Business Valuation.</p> <p>EMPLOYABILITY</p> <p>UNIT IV FUND BASED FINANCIAL SERVICES</p> <p>Leasing and Hire Purchasing– Basics of Leasing and Hire purchasing– Financial Evaluation.</p> <p>UNIT V OTHER FUND BASED FINANCIAL SERVICES</p> <p>Consumer Credit – Credit Cards– Real Estate Financing– Bills Discounting– factoring and Forfeiting– Venture Capital.</p> |

| SEMESTER   | FOUR | NATURE | ELECTIVE | L | P | T | C |
|--|------|--------|----------|---|---|---|---|
| TEXTBOOKS  |      |        |          |   |   |   |   |
| M.Y.Khan,Financial Services,TataMcGraw-Hill,12thEdition,2012                   |      |        |          |   |   |   |   |
| NaliniPravaTripathy, FinancialServices,PHILearning,2011.                       |      |        |          |   |   |   |   |
| REFERENCES:  |      |        |          |   |   |   |   |
| Machiraju, Indian FinancialSystem,VikasPublishingHouse,2ndEdition,2010.        |      |        |          |   |   |   |   |
| J.C.Verma,AManualofMerchantBanking,BharathPublishingHouse, NewDelhi,           |      |        |          |   |   |   |   |
| VarshneyP.N. &MittalD.K., Indian FinancialSystem,SultanChand&Sons,NewDelhi.    |      |        |          |   |   |   |   |
| Sasidharan,FinancialServicesandSystem,TataMcgrawHill,NewDelhi,2ndEdition,2011. |      |        |          |   |   |   |   |
| Websiteof SEBI   |      |        |          |   |   |   |   |

# PRODUCTION & OPERATIONS

|   |       |           |          |   |   |   |   |
|---|-------|-----------|----------|---|---|---|---|
| SEMESTER  | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |       | 19260ED33 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:PROJECTMANAGEMENT  |       |           |          |   |   |   |   |
| OBJECTIVE:<br><br>Thiscoursefocusesonprojectmanagementmethodologythatwillincreasetheabilityofstudents to initiate and manage projects more efficiently and effectively. Also they will learn keyprojectmanagement phases throughan innovativemodel.   |       |           |          |   |   |   |   |
| COURSE OUTCOME<br><br>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.

Employability

#### SUGGESTED READINGS:

Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.

John M. Nicholas, Project Management for Business and Technology- Principles and Practice, Second Edition, Pearson Education, 2006.

Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2003.

Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.

|          |       |        |          |   |   |   |   |
|----------|-------|--------|----------|---|---|---|---|
| SEMESTER | THREE | NATURE | ELECTIVE | L | P | T | C |
|----------|-------|--------|----------|---|---|---|---|

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|---|-----------|---|---|---|---|
| COURSECODE  | 19260ED34 | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:PLANNING&CONTROLOFOPERATIONS   |           |   |   |   |   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOME</p> <p>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 &amp; 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.</p> |           |   |   |   |   |

#### 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.

#### EMPLOYABILITY

#### SUGGESTED READINGS:

Operations Management: Theory and Practice by B Mahadevan, Pearson, 2nd Edition.

Operations Management by Terry Hill, Palgrave, 2nd Edition

The fundamentals of Production Planning and Control by Stephen Chapman, Pearson, 1st Ed.

| SEMESTER    | THREE | NATURE    | ELECTIVE | L | P | T | C |
|-------------|-------|-----------|----------|---|---|---|---|
| COURSE CODE |       | 19260ED35 |          | 3 | 0 | 0 | 3 |

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

- o Apply Measurement And Analytical Tools To Increase The Quality Of Products And/Or Services

- o Provide Leadership, Guidance, And Assistance To Coworkers When Implementing Changes

- o 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: forecasting technique; Process and application of techniques like Delphi, Growth Curves, S-curve, Pearl Curve, Gompertz curve: Relevance Tree, Morphological Analysis, Mission Flow Diagram

## EMPLOYABILITY

## 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:

Managing Technology and Innovation for Competitive Advantage, V.K. Narayanan, Pearson Education.

Managing Technology – The Strategic View, Lowell W. Steele, McGraw Hill.

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| SEMESTER  | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |       | 19260ED36 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:LOGISTICSMANAGEMENT  |       |           |          |   |   |   |   |
| OBJECTIVE:<br><br>Theobjectiveofthiscourseistogettheexposureoflogisticsmanagementandtounderstandtherelationshi p betweenthe logistics and packaging.  |       |           |          |   |   |   |   |
| COURSE OUTCOME<br><br>1 learn logistics concepts and basic activities<br><br>Know the history of Logistics.<br><br>Define basic logistics activities.<br><br>Associate logistics activities with other business activities.   |       |           |          |   |   |   |   |
| UNIT-I:IntroductiontoLogisticsandCompetitiveStrategy<br><br>Definition and Scope of Logistics – Functions and Objectives – Customer Value Chain – ServicePhasesandAttributes– ValueAddedLogisticsServices– RoleofLogisticsinCompetitiveStrategy.  |       |           |          |   |   |   |   |
| UNIT-II:WarehousingandMaterialsHandling WarehousingFunctions–Types–SiteSelection–DecisionModel– LayoutDesign–Costing<br><br>– Virtual Warehouse. Material Handling equipment and Systems– Role of Material Handlingin Logistics. Material Storage Systems – Principles – Benefits – Methods. Automated MaterialHandling.  |       |           |          |   |   |   |   |
| UNIT-III: PerformanceMeasurementandCosts<br><br>Performance Measurement – Need, System, Levels and Dimensions. Internal and ExternalPerformanceMeasurement.LogisticsAudit.TotalLogisticsCost– Concept,AccountingMethods.Cost– Identification, TimeFrameandFormatting.   |       |           |          |   |   |   |   |
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#### 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:

Douglas M Lambert et al, Fundamentals of Logistic Management, McGraw Hill, 1997.

Sople Vinod V, Logistics Management– The Supply Chain Imperative, Pearson Education, Indian Reprint 2004.

Ronald H Ballou, Business Logistic Management, PHI, 2005.

Benjamin S Blanchard, Logistic Engineering and Management, Pearson Education, 2009.

Bloomberg David J et al., Logistics, Prentice Hall India, 2005.

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260ED37 |          | 3 | 0 | 0 | 3 |

SUBJECTTITLE:SUPPLYCHAINMANAGEMENT

OBJECTIVE:

Theobjectiveofthiscourseistogettheexposureofsupplychainmanagementandtounderstandthe 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 SupplyChain–Fundamentals,Importance,DecisionPhases,ProcessView.Supplier–Manufacturer – Customer Chain. Drivers of Supply Chain Performance. Structuring SupplyChainDrivers. Overviewof SupplyChain Modelsand Modeling Systems.

UNIT-II:Strategic Sourcing

In-sourcing and Out-sourcing – Types of Purchasing Strategies. Supplier Evaluation, Selectionand Measurement. Supplier Quality Management. Creating a world class Supply Base. WorldWideSourcing.

UNIT-III:SupplyChainNetwork

Distribution Network Design – Role, Factors Influencing, Options, Value Addition. Models forFacility Location and Capacity Location. Impact of uncertainty on Network Design. NetworkDesign Decisions Using Decision Trees. Distribution Center Location Models. Supply ChainNetworkOptimization Models.

EMPLOYABILITY

UNIT-IV:PlanningDemand,InventoryAnd Supply

Overviewof DemandForecasting intheSupply Chain.AggregatePlanning intheSupplyChain. Managing Predictable Variability. Managing Supply Chain Cycle Inventory. UncertaintyintheSupplyChain– SafetyInventory.DeterminationofOptimalLevelofProductAvailability.Coordination in theSupplyChain.

UNIT-V:Current Trends

E-Business – Framework and Role of Supply Chain in e-Business and B2B Practices,  
SupplyChainITFramework.InternalSupplychainmanagement.FundamentalsofTransactionManag ement. Supply Chain  
in IT Practice. Supplier Relationship Management. InformationSystemsDevelopment.PackagesinSupplyChain–  
eSRM,eLRM,eSCM.SupplyBaseManagement.

SUGGESTED READINGS:

SunilChopraandPeterMeindi,SupplyChainManagement– StrategyPlanningandOperation,Pearson Education,  
ThirdIndian Reprint, 2004.

Monczkaetal.,PurchasingandSupplyChainManagement,ThomsonLearning,Secondeditio n,Second Reprint, 2002.

ShapiroJeremyF, Modelingthe SupplyChain, 2ndEdition, Thomson Learning, 2002.

JanatShah, SupplyChainManagement Text andCases, Pearson 2009

RPMohantyandSGDeshmukh,SupplyChainManagementTheoryandPractices,Biztantra,2 009.

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| SUBJECT TITLE: BUSINESS PROCESS REENGINEERING  |  |  |  |  |  |  |  |
| <p><b>OBJECTIVE:</b></p> <p>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.</p> <p><b>COURSE OUTCOME</b> 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.</p>   |  |  |  |  |  |  |  |
| <p><b>UNIT-I</b></p> <p>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 &amp; manager, Breakthrough reengineering model, BPR guiding principles, Business process reengineering &amp; performance improvement, Key targets of BPR.</p> <p><b>UNIT-II</b></p> <p>BPR in Manufacturing Industry: Introduction, Enablers of BPR in manufacturing Agile Manufacturing, Lean Manufacturing, JIT, Collaborative Manufacturing, Intelligent Manufacturing, Production Planning, Product design &amp; development.</p> <p><b>UNIT-III</b></p> <p>BPR &amp; Information Technology: Introduction, Relationship between BPR &amp; Information Technology, Role of Information Technology in reengineering, Role of IT in BPR (with practical examples), Criticality of IT in business process, BPR tools &amp; techniques, Enablers of process reengineering, Tools to support BPR, Future role of IT in reengineering.</p> <p><b>UNIT-IV</b></p> <p>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,</p> <p><b>EMPLOYABILITY</b></p> <p><b>UNIT-V</b></p> |  |  |  |  |  |  |  |

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| <p>SuccessfactorsandManagingbarriersofBPR:Reengineering successfactors,Critical success factors of BPR, Reasons for BPR project failure &amp; 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.</p> |       |        |          |   |   |   |   |
| <p><b>SUGGESTED READINGS:</b></p> <p>Business Process Reengineering by Radhakrishnan, Balasubramanian, PHI, Eastern Economy Edition, 2008.</p> <p>Business Process Reengineering by Jayaraman, Ganesh Natrajan and Rangaramanujan, TMGH</p> <p>.</p> <p>Business Process Reengineering and Change Management by Dey, Biztantra</p>   |       |        |          |   |   |   |   |



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SUBJECT TITLE: MATERIALS MANAGEMENT

**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, .

Skill development

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

| SEMESTER   | THREE | NATURE | ELECTIVE | L | P | T | C |
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| <p>Referencebooks</p> <p>J.R.TonyArnold&amp;StephenN.Chapman,IntroductiontoMaterialsManagement,PearsonEducation Inc, 2001.</p> <p>P.Gopalakrishnan,PurchasingandMaterialsManagement,TataMcGrawHillPublishingCompany Limited, NewDelhi, 2001.</p> <p>P.Gopalakrishnan&amp;M.Sundaresan,MaterialManagementanIntegratedApproach,Prentice</p> <p>–Halof IndiaPrivate Limited,NewDelhi,2001.</p> <p>A.K.Datta,MaterialsManagement,InventoryControlandLogistics,JaicoPublishinghouse,Mumb ai, 2001.</p> <p>A.K. Datta, Materials Management Procedures, Text and Cases, Prentice- Hall of India PrivateLimited,NewDelhi, 2001.</p> <p>P.Gopalakrishnan&amp;A.K.Banergi,MaintenanceandSparePartsManagement,PrenticeHalof India PrivateLimited,New Delhi, 2001</p> |       |        |          |   |   |   |   |

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260ED42 |          | 3 | 0 | 0 | 3 |

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| SUBJECT TITLE: MAINTENANCE MANAGEMENT  |   |  |  |
| <p>OBJECTIVE:</p> <p>To enable the student to understand the principles, practices and applications in Maintenance Management.</p> <p>COURSE OUTCOME</p> <p>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.</p> |   |  |  |
| 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  |  |  |
| SKILL DEVELOPMENT  |   |  |  |
| UNIT – IV  | Technical and financial factors for replacement – Methods of replacement analysis salvaging 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:

MaintenanceandsparesPartsmanagement–PGopalakrishnan &AKBanerji.PrenticeHall ofIndia, 2007

IndustrialEngineeringandManagement-OPKhanna.Dhanpat Rai&Sons,2008

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260ED43 |          | 3 | 0 | 0 | 3 |

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| SUBJECT TITLE: SERVICE OPERATIONS MANAGEMENT  |
| <p>OBJECTIVE:</p> <p>To help understand how service performance can be improved by studying service operations management.</p> <p>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.</p>  |
| <p>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.</p> <p>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</p> <p>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.</p> <p>SKILL DEVELOPMENT</p> <p>UNIT IV SERVICE FACILITY Service gaps– 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</p> <p>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, Newsvendor Model; Managing Waiting Lines– Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising, globalization.</p> |

#### TEXTBOOKS

James A. Fitzsimmons, Service Management—Operations, Strategy, Information Technology, Tata McGraw-Hill  
5th Edition 2006.

Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management,  
South-Western, Cengage Learning, 2nd Edition

#### REFERENCES

Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations,  
Pearson Education—Second Edition.

Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260ED44 |          | 3 | 0 | 0 | 3 |

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| SUBJECTTITLE:PRODUCTDESIGN   |
| <p>OBJECTIVE:</p> <p>TohelpUnderstandtheapplicationofstructuredmethodstodevelopaproduct.Studentgains knowledgeonhowaproductisdesignedbasedonthe needsofacustomer.</p> <p>COURSE OUTCOME Use the Product Design and Development Process, as a means to manage the development of an idea from concept through to production.</p> <p>Employ research and analysis methodologies as it pertains to the product design process, meaning, and user experience.</p> <p>Apply creative process techniques in synthesizing information, problem-solving and critical thinking.</p>   |
| <p>UNITIINTRODUCTION:DefiningProduct,Typesofproducts.Productdevelopment– characteristics, duration and cost challenges. Development Process: Generic Process- Adapting toproducttypes. Evaluation – decaycurve–cost expenditurecurve.</p> <p>UNITII PRODUCTPLANNING: ProductPlanningProcess–Steps. Opportunityidentification</p> <p>–breakdownstructure-productdevelopmentcharter.ProductLifeCycle.TechnologyLifeCycle</p> <p>- Understanding Customer Needs - Disruptive Technologies- Product Specification - ConceptGeneration– Activity-Steps-Techniques.</p> <p>UNIT III PRODUCT CONCEPTSelection – Importance, Methodology, concept Screening,Concept Scoring. Concept Testing, Product Architecture- Definition, Modularity, implication,Establishment,DelayedDifferentiation, Platform Planning.</p> <p>UNITIVINDUSTRIALDESIGNANDDESIGNTOOLSIndustrialDesign,DesignforManufacturi ng-Value Engineering-Ergonomics- Prototyping-Robust Design- Design for X-failurecurve- productusetesting-CollaborativeProductdevelopment- Productdevelopmenteconomics- scoringmodel-financial analysis.</p> <p>SKILL DEVELOPMENT</p> <p>UNIT V PATENTS Defining Intellectual Property and Patents, Patent Searches and Application,Patent Ownership and Transfer, Patent Infringement, New Developments and International PatentLaw.</p> |

#### TEXTBOOKS

Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw– Hill, Fourth Edition, reprint 2009.

Kenneth B. Kahn, New Product Planning, Sage, 2010.

#### REFERENCES

A. K. Chitale and R. C. Gupta, Product Design and Manufacturing, PHI, 2008.

Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.

Anil Mital, Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.

Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.

Kerber, Ronald L., Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.



# LOGISTICS AND SUPPLY CHAIN MANAGEMENT

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EE33 |          | 3 | 0 | 0 | 3 |

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| SUBJECT TITLE: PURCHASING AND PROCUREMENT MANAGEMENT  |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOME Understand the basic concepts of Purchasing &amp; Supplier Relationship Management. To understand the purchasing integration for competitive advantage Learn the basics of strategic sourcing &amp; its issues, challenges &amp; strategies in developing a World Class Supply Base: Supplier Evaluation and Development Understand basics of strategic sourcing process &amp; its application</p>   |
| <p>UNIT I 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>UNIT II 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>UNIT III 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>Employability</p> <p>UNIT IV 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>UNIT V 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:

Dobler & Burt : Purchasing & Supply Management

P. Gopala Krishan: Purchasing & Materials Management

L. N. Aggarwal & Parag Diwan: Management & Production Systems

N. G. Nair: Production & Operations Management

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| SEMESTER  | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |       | 19260EE34 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:MATERIALMANAGEMENT   |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>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.</p>   |       |           |          |   |   |   |   |
| <p>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.</p> <p>UNIT II: Material planning:</p> <p>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.</p> <p>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.</p> <p>EMPLOYABILITY</p> <p>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.</p> <p>UNIT V: Inventory Management: Stages; Selective Control; Demand Forecasting; Lead time; Safety Stock; Fixed Quantity Reorder System; Fixed Period Reorder System; Inventory Valuation.</p> <p>Warehousing and Transportation: Warehouse Location; Transportation; Receiving, Issuing and Store Keeping.</p> |       |           |          |   |   |   |   |

SUGGESTED READINGS:

Materials Management, Gopal Krishna & Sudarsan, TMH

Materials Management- Procedures, Texts & Cases, A.K. Dutta, Pearson

Hand Book of Materials Management – Gopal Krishnan – PHI

Inventory Control and Management – Waters – Wiley

Procurement Principles & Mgt. – Bailey / Farmer / Crocker / Jessop – Pearson

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| SEMESTER  | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |       | 19260EE35 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:INVENTORYMANAGEMENT  |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>Theobjectiveofthismoduleistoprovidethestudentwithagoodknowledgeoncorporatebusinesscommunication channel, hierarchyand thereport writingmethodologies.</p> <p>COURSE OUTCOME</p> <p>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),</p> <p>2.understand the methods used by organizations to obtain the right quantities of stock or inventory, 3.familiarize themselves with inventory management practices.</p>   |       |           |          |   |   |   |   |
| <p>UnitIInventory–InventoryManagement-InventoryControl-Importance&amp;ScopeofInventory Control - Types of Inventory - Costs Associated with Inventory – Organizational setup for inventorymanagement.</p> <p>Unit II Selective Inventory Control - Economic Order Quantity - Safety Stocks - InventoryManagement Systems- ForecastingTechniques-Material RequirementPlanningandexecution</p> <p>–RatioAnalysison Inventory-ProfitMargin.</p> <p>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 MakeOr BuyDecisions incontext of corecompetency.</p> <p>EMPLOYABILITY</p> <p>Unit IV Purpose of Inventory - Goods – Types of Goods - Finished Goods Inventories - GeneralManagementofInventory– Stocks– Types ofStocks–Trackingthe PaperLife.</p> <p>Unit V Spare Parts Inventories - Use of Computers in Inventory Management - Evaluation ofPerformanceof MaterialsFunction-Criteriaandmethodologyofevaluation.</p> |       |           |          |   |   |   |   |

SUGGESTED READINGS:

Inventory Management: By Bose & D Chandra, 1st edition.

Sridhara Bhat, Inventory Management, 2nd edition.

Zipkin, Foundations of Inventory Management, McGraw Hill 1st edition.

Seetharama L Narasimhan, Dennis W McLeavy, Peter J Billington, Production Planning and Inventory Control, Prentice Hall of India

J.R. Tony Arnold, Stephen N Chapman, Introduction to materials management, Prentice Hall of India 3rd edition.

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EE36 |          | 3 | 0 | 0 | 3 |

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| SUBJECTTITLE:SUPPLYCHAINMANAGEMENT   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOME</p> <p>1. Develop a sound understanding of the important role of supply chain management in today's business environment</p> <p>2. 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</p> <p>3. 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</p> |



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| <p>UNIT I The concept of Supply Chain Management - The Supply Chain Revolution - Extended organization - Integrative Management – Responsiveness – Financial Sophistication</p> <p>–Globalization-Digital Business Transformation.</p> <p>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.</p> <p>UNIT III Supply Chain Process - Supply Chain Planning – Supply Chain Facilities Layout – Capacity Planning – Inventory Optimization – Dynamic Routing and Scheduling.</p> <p>UNIT IV E-procurement – E-Logistics – Internet Auctions – E-Markets – E-commerce advantages and disadvantages for SCM – EDI – Exchanges, hubs and marketplaces – ERP.</p> <p>UNIT V Evolution of world class supply chains - Global Supply Chain Integration- Supply Chain Security- International Sourcing.</p> <p>Employability</p> |
| <p>SUGGESTED READINGS:</p> <p>Supply Chain Logistics Management- Bowersox, Closs &amp; Cooper – McGraw-Hill, 2nd Indian ed.</p> <p>World Class Supply Management - Burt, Dobbler, Starling, TMGH, 7th ed.</p> <p>Designing and Managing the supply chain- David Simchi, Levi &amp; Philip Kaminski, McGraw- Hill Companies Inc., 2000.</p> <p>Y. Narahari and S. Biswas. Supply Chain Management: Models and Decision Making.</p> <p>Ram Ganeshan and Terry P. Harrison. An Introduction to Supply Chain Management.</p>  |

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| SUBJECT TITLE: LOGISTICS MANAGEMENT   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOMES</p> <p>Learn to logistics trends</p> <p>Know the third, fourth and fifth party logistics</p> <p>Explain the reverse logistics concept</p> <p>Know the relationship between logistics and supply chain management</p> <p>Know the global logistics concepts</p>  |
| <p>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.</p> <p>UNIT II Inventory Functionality and Definitions- Inventory Carrying Cost- Planning Inventory - Managing Uncertainty - Inventory Management Policies - Inventory Management Practices.</p> <p>UNIT III Strategic Warehousing- Warehousing Operations- Warehousing Ownership Arrangements- Warehouse Decisions.</p> <p>UNIT IV Transport Functionality, Principles and Participants- Transportation Service- Transportation Economic and Pricing - Transport Administration – Documentation. EMPLOYABILITY</p> <p>UNIT V Packaging Perspectives - Packaging For Materials Handling Efficiency – Principles of Material Handling System- Materials Handling Equipments– Safety Issues.</p> |

| SEMESTER  | THREE | NATURE | ELECTIVE | L | P | T | C |
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| <p>SUGGESTED READINGS:</p> <p>Harrison, A. and Rvan Hoek (2005). Logistics Management and Strategy (2nd Edition) Prentice Hall.</p> <p>Muller, M. (2003), Essentials of inventory management, American Management Association, NY 10019</p> |       |        |          |   |   |   |   |

| SEMESTER   | THREE | NATURE | ELECTIVE | L | P | T | C |
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| SUBJECT TITLE: CUSTOM HOUSE PRACTICE AND LEGALITIES  |       |        |          |   |   |   |   |
| <p><b>OBJECTIVE:</b></p> <p>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.</p> <p><b>COURSE OUTCOME</b> 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</p> <p><b>UNIT I:</b> 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.</p> <p><b>UNIT II:</b> 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 - Exbonding.</p> <p><b>UNIT III:</b> 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.</p> <p><b>SKILL DEVELOPMENT</b></p> <p><b>UNIT IV:</b> 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 .</p> <p><b>UNIT V:</b> 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.</p> |       |        |          |   |   |   |   |
| <p><b>SUGGESTED READINGS:</b></p> <p>1. Hand Book of Procedure of Exim Policy 1997-2002.</p>   |       |        |          |   |   |   |   |

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |      | 19260EE39 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:EXPORTTRADEANDDOCUMENTATION   |      |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOME</p> <p>Explain the concepts in trade documentation in international business with respect to foreign trade</p> <p>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</p> <p>Integrate concept in international business concepts with functioning of global trade</p> <p>Unit I Exporting Preliminary Consideration -Generation of Foreign enquiries, obtaining local quotation &amp; 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.</p> <p>Unit II Export Sales–Selling and Purchasing- Consignment-Leases–Marine and Air Causality Insurances - Export Finance - Forex - Major currencies, Exchange rates, relations &amp; impact- Export costing and pricing &amp; Incoterms–Export License – Import License.</p> <p>Unit III Export Packaging-Preparation of pre shipment documentation–Methods of Transportation – Country of Origin Marking- Inspection of Export consignment - Export by Post,Road, Air&amp;Sea- Claiming for Export benefits and Duty drawbacks.</p> <p>Employability</p> <p>Unit IV Shipment &amp; Shipping documents - Complicated problems in shipments &amp; negotiation of shipping documentations - Corporate marketing strategies - 100% EOU &amp; Free trade zone -Deemed Export –Isolated Sales Transactions.</p> <p>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.</p> <p>SUGGESTED READINGS:</p> <p>Export and Import Procedures and Documentations – Thomas E Johnson and Donna L Bade–4th Edition.</p> <p>Export Import Procedures-Documentation and Logistics,Publisher:New Age International,Shri C Rama Gopal, Chartered Accountant.</p> |      |           |          |   |   |   |   |

ExportImportManagement,JustinPaul&RajivAserkar.

ExportManagement, PKKhurana

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |      | 19260EE42 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:QUALITYMANAGEMENT   |      |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOME</p> <p>To realize the importance of significance of quality Manage quality improvement teams Identify requirements of quality improvement programs</p> <p>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.</p> <p>UNIT II Pareto Analysis, Ishikawa Cause and Effect Diagnosis. Quality Control - Control of Quality, quality control techniques, Statistical Process Control, Control Charts, Acceptance Sampling.</p> <p>UNIT III Strategic Quality Management, Quality Management in Marketing, Quality Management in Designing, Quality Management in Manufacturing, Quality Management in Suppliers, Quality Management System.</p> <p>EMPLOYABILITY</p> <p>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.</p> <p>UNIT V Introduction to Benchmarking – Quality Function Deployment – Quality Circle – Quality Awards.</p> |      |           |          |   |   |   |   |

SUGGESTED READINGS:

Juran, J.M. & Gryna, P.M. Quality Planning & Analysis

James Evans and William M. Lindsay, The Management and Control of Quality, Thomson Learning, 5th edition, 2002.

Narayana V. and N. Sreenivasan, Quality Management - Concepts and Tasks, New Age International, 1996.

Shailendra Nigam, Total Quality Management, Excel Books, New Delhi.

Feigenbaum, A.V. "Total Quality Management, McGraw-Hill, 1991



| SEMESTER | FOUR | NATURE | ELECTIVE | L | P | T | C |
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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 the air cargo management 3. Quote the rates for transfer of 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 Advances – Booking - SLI – Labeling – Volume/ Weight Ratio – Shipment Planning - TACT – Air Cargo Rates and Charges - Cargo operations- Cargo Operations process- Customs clearance.

**EMPLOYABILITY**

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.

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

| SEMESTER  | FOUR | NATURE | ELECTIVE | L | P | T | C |
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| SUBJECT TITLE: SHIPPING AND OCEAN FREIGHT LOGISTICS MANAGEMENT  |      |        |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>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 &amp; Supply chain partners and service providers Deploy knowledge of regional and international trading blocs in solving problems of International logistics</p> <p>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 &amp; cubics - drafts &amp; load lines - flag registration - Different types of cargo. (packaging, utility or value). Trimming - Cleansing - Unitized cargo.</p> <p>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.</p> <p>Unit III Shipping Lines - Hub &amp; Spoke - Process flow - Advices - Booking - Containerization - Containers - Container numbering - Process flow - Shipping Sales - Leads - Quotations - Customer Service.</p> <p>EMPLOYABILITY</p> <p>Unit IV Operations - Volume / Weight calculations - Shipment Planning basics - Preparing &amp; loading containers - Types of container services - FCL - Consolidation - LCL - Advanced Scientific shipment planning - Container de-stuffing.</p> <p>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 &amp; Documentation - Conditions of Contract - Managing Key Accounts - Trade Lane Development - Consortium.</p> |      |        |          |   |   |   |   |

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

# INTERNATIONAL BUSINESS

| SEMESTER | THREE | NATURE | ELECTIVE | L | P | T | C |
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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

Unit 1: 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.

Unit 2: 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.

Unit 4: 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 branding, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion. Export Policy

| SEMESTER   | THREE | NATURE | ELECTIVE | L | P | T | C |
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| <p>Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.</p> <p>Skill development</p>  |       |        |          |   |   |   |   |
| <p>Text Books</p> <p>Philip Kotler, (2010), Marketing Management- The South Asian Perspective, Pearson</p> <p>Warren J. Keegan (2010): Global Marketing Management' Pearson Education</p> <p>Reference Books:</p> <p>Svend Hollensen (2010): Global Marketing: A Decision-Oriented Approach- 3rd Edition, Pearson Education.</p> <p>Ramasamy, Namakumari (2010) Marketing Management, McMillan Publishers</p> <p>Saxena: Marketing Management (Tata McGraw-Hill)</p> |       |        |          |   |   |   |   |

| SEMESTER | THREE | NATURE | ELECTIVE | L | P | T | C |
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| SUBJECT TITLE: INTERNATIONAL HUMAN RESOURCE MANAGEMENT  |  |  |  |  |  |  |  |
| <p>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.</p> <p>COURSE OUTCOME Human Resource Management (HRM) is to give students the knowledge, understanding and key skills that are required by today's HR professionals and to enable students to effectively contribute to dynamic organisations.</p>  |  |  |  |  |  |  |  |
| <p>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 Caveats 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.</p> <p>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 from contingency model to Process Development.</p> <p>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.</p> <p>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.</p> <p>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-</p> |  |  |  |  |  |  |  |



| SEMESTER  | THREE | NATURE | ELECTIVE | L | P | T | C |
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| <p>Key compensation for Expatriates, HCNs and TNCs Global Employee Relations-current ER issues-Influence of MNCs and Union on Global ER.</p> <p>EMPLOYABILITY</p> |       |        |          |   |   |   |   |

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| SEMESTER  | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |       | 19260EF97 |          | 3 | 0 | 0 | 3 |
| <p>References:</p> <p>CharlesMVanceandYongsunpaik,ManagingGlobalworkforce,PHI,2009.</p> <p>MarkE.Mendenhall,GaryR.Oddou,GunterK.Stahl,ReadingandCasesinInternational</p> <p>HumanResourceManagement,Routledge, FourthEdition,2007.</p> <p>TonyEdwardsandChrisRees:InternationalHumanResourceManagement,Pearson,2009.</p> <p>Bhatia S.K. 2005. International Human Resource Management: A Global Perspective:ractices and Strategies for Competitive Success, Deep and Deep Book Publishers, NewDelhi,</p> <p>Dessler, G. 2005 . Human Resource Management (10th Ed.), Prentice Hall PublishingCompanyLimited,</p> |       |           |          |   |   |   |   |

| SEMESTER | THREE | NATURE | ELECTIVE | L | P | T | C |
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| SUBJECT TITLE: CROSS CULTURAL MANAGEMENT  |
| <p>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.</p> <p>COURSE OUTCOME</p> <ul style="list-style-type: none"> <li>☐ 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;</li> <li>☐ Enhance their situational awareness and critical thinking through exposure to many examples of cross-cultural interaction in different cultures, organizations, and management situations;</li> <li>☐ Increase their behavioral effectiveness in interactions with people from other cultures;</li> </ul> <p>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.</p> <p>Unit-2: Cultural Dimensions and Dilemmas: Value orientations and Dimensions Reconciling cultural dilemmas Culture and Styles of Management: Management tasks and cultural values.</p> <p>Unit-3: Culture and Organizations: Culture and corporate structures Culture and Leadership Culture and Strategy Cultural change in Organizations- Culture and marketing Cultural Diversity.</p> <p>Unit-4: Culture and Communications: Business communication across cultures Barriers to intercultural communication Negotiating Internationally.</p> <p>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.</p> <p>EMPLOYABILITY</p> |

| SEMESTER   | THREE | NATURE | ELECTIVE | L | P | T | C |
|--|-------|--------|----------|---|---|---|---|
| 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: Crosscultural Dimension, 3/e, Blackwell, 2005. Text Books |       |        |          |   |   |   |   |
| Helen Deresky, International Management: Managing across Borders and Cultures, 5th Edition, Pearson Education, 2009  |       |        |          |   |   |   |   |
| 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.   |       |        |          |   |   |   |   |

| SEMESTER | THREE | NATURE | ELECTIVE | L | P | T | C |
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| SUBJECT TITLE: GLOBAL LOGISTICS AND SUPPLY CHAIN MANAGEMENT   |
| <p>Objective: The course provides the analytical framework for understanding the logistic models and supply chain techniques in an international perspective.</p> <p>COURSE OUTCOME</p> <p>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 &amp; Supply chain partners and service providers Deploy knowledge of regional and international trading blocs in solving problems of International logistics</p>   |
| <p>UNIT I Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.</p> <p>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.</p> <p>UNIT III Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.</p> <p>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</p> <p>EMPLOYABILITY</p> <p>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.</p> |

| SEMESTER  | THREE | NATURE | ELECTIVE | L | P | T | C |
|---|-------|--------|----------|---|---|---|---|
| TextBooks   |       |        |          |   |   |   |   |
| 1.ChopraSandPMeindl“Supplychainmanagement:Strategy,planningandoperations”   |       |        |          |   |   |   |   |
| DavidP,“International Logistics” Biztantra,NewDelhi,2006.                   |       |        |          |   |   |   |   |
| ReferenceBooks:   |       |        |          |   |   |   |   |
| DonaldJ BowersoxDaviJ Class”LogisticsManagement,TataMc.GrawHill,NewDelhi.   |       |        |          |   |   |   |   |
| DavidStewart,”InternationalSupplychainManagement”,Cengagepublications,2008. |       |        |          |   |   |   |   |
| Rejilsmail,“LogisticsManagement”ExcelBooks,2008.                            |       |        |          |   |   |   |   |

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| SEMESTER   | THREE | NATURE     | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EF100 |          | 3 | 0 | 0 | 3 |

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| SUBJECT TITLE: INTERNATIONAL TRADE PROCEDURES AND DOCUMENTATION  |
| <p>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.</p> <p>COURSE OUTCOME</p> <p>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</p> <p>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.</p> <p>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.</p> <p>UNIT III Export Documentation: Types of documents – Transport, Negotiation and Insured documents.</p> <p>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.</p> <p>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..</p> <p>Skill development</p> |

#### TextBooks

AseemKumar“Exportand ImportManagement”,ExcelBooks,2007

DavidStewart,”InternationalSupplychainManagement”,Cengagepublications,2008

#### ReferenceBooks:

JeevanandamC“ForeignExchange:PracticesConceptsandcontrol”SultanchandPublications,2002.

ForeignTradePolicy:Handbook ofExportProcedureandAnnualoftheMinistryofCommerce,GovernmentofIndia.

ExportandImportManual,NabhiPublications,NewDelhi.

WorldDevelopment Indicator,WorldBankPublication



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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EF38 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:INTERNATIONALSTRATEGICMANAGEMENT  |       |           |          |   |   |   |   |
| <p>Objectives:Theobjectiveofthecourseistofamiliarizetheparticipantswiththeconcepts,toolsandtechniquesofinternationalstrategicmanagementsoastoenablethemdevelop analytical and conceptualskills and the abilityto look atthetotalityof situations.</p> <p>COURSE OUTCOME</p> <p>Understand the basic concepts and principles of strategic management analyse the internal and external environment of business</p> <p>☐ Develop and prepare organizational strategies that will be effective for thecurrent business environment</p> <p>☐ Devise strategic approaches to managing a business successfully in a global context</p>   |       |           |          |   |   |   |   |
| <p>UNIT I Concept, Characteristics and Dimensions of Strategic Management – Emergence ofInternational Strategic Management (ISM) – Logic and process of Internationalization – Forcesnecessitating the adoption of ISM concept by MNC’s as well as Indian Companies – Corporateglobal strategy</p> <p>UNITIINature,componentsandsignificanceofenvironmentalscanning– Corporatecapabilityanalysis– Diagnosingindustryglobalizationpotential– Buildingglobalmarketparticipation– Competition in global industries</p> <p>UNIT III Core competencies – Significance of core competence concept in strategy making – Value Chain Analysis – Significance of value chain analysis in strategy making – BalancedScorecardto link today’sactionwithtomorrow’sgoals</p> <p>UNIT IV Setting corporate objectives in MNC’s – External and internal forces interacting withcorporate objectives – Identifying strategic alternatives – Stability strategy – Growth anddiversificationstrategy–Merger , acquisitions and retrenchment</p> <p>UNITVChoiceofcorporatestrategy:CIT,CASCADEandPORTFOLIOMODELS–Formulating generic competitive strategy – Implementing corporate strategy – Strategic controlandoperationalcontrol</p> <p>SKILL DEVELOPMENT</p> |       |           |          |   |   |   |   |

TextBooks 1.JohnA.Pearce&RichardBRobinson.StrategicManagementAITBSPublication. ReferenceBooks:

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,CompetitiveStrategyTechniques forAnalyzingIndustriesandcompetitors,TheFreePress,New York.

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

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260EF39 |          | 3 | 0 | 0 | 3 |

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| SUBJECT TITLE: GLOBAL BUSINESS ETHICS & CORPORATE GOVERNANCE   |
| <p>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.</p> <p>COURSE OUTCOME</p> <p>Comprehend the relationship between ethics, morals and values in the workplace.</p> <p>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.</p> <p>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</p> <p>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</p> <p>UNIT III Work ethics – work culture – Ethical theories – Ethical Values – Environmental ethics – Environmental Management - Environmental Management System - Environmental Laws - Consumer Protection</p> <p>SKILL DEVELOPMENT</p> <p>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</p> <p>UNIT V Indian Ethos in Management – Principles – Approaches – Role of Gita – Karma Yoga</p> |

TextBooks

1.JohnRBoatright,(2007),EthicsandtheconductofBusiness-DorlingKindersley(India)PvtLtdNew Delhi forPearson Education,Third Impression

ReferenceBooks:

Chakraborty,S.K.,Management byValues,Oxford Universitypress

Balasubramanian,R.,CorporateGovernance,IIMBanalore

LauraP.Hartman,PerspectivesinBusinessEthics,TataMcGrawHill

Bhatia,S.K.,BusinessEthicsandCorporateGovernance

BowieNorman, BusinessEthics,PrenticeHall

LauraPHartman,Perspectives inBusinessEthics-TataMcGrawHill,NewDelhi

OCFerrell,JohnPaulFrederich,LindaFerrell;BusinessEthics–EthicalDecisionMaking&Cases,- Biztantra,NewDelhi.

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260EF42 |          | 3 | 0 | 0 | 3 |

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| SUBJECT TITLE: MANAGEMENT OF INTERNATIONAL DEVELOPMENT ORGANIZATIONS   |  |
| <p>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 implications of various statutory and policy guidelines concerning corporate governance for actual business decision making.</p>  |  |
| COURSE OUTCOME   |  |
| <p>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</p> |  |
| <p>Unit- 1: International Development Organizations (IDO) Nature, Scope and Functions government/Non-government IDOs (UNESCO, UNIDO, DFID, UNAID, IMF, UNDP, DEEP)</p> <p>- IDOs &amp; Specific Development Areas (Health, Education, HIV &amp; AIDS, Disability, Rights and Empowerment, Women Empowerment, Child Rights, Environment, Energy conservation, etc.) - legal and Political factors.</p>                            |  |
| <p>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</p>   |  |
| <p>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</p>   |  |
| SKILL DEVELOPMENT  |  |
| <p>Unit-4: Cooperation and Collaborations: Role of Nations Policies- Role of International Government organizations, NGOs, INGOs, MNCs</p>   |  |

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

References:

IDO's 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.

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| SEMESTER  | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |      | 19260EF43 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:MERGERSANDACQUISITIONS   |      |           |          |   |   |   |   |
| <p>Objectives:Thecourseistosensitizethestudentstoissuespertainingtosustainabledevelopment and business ethics and enable development and businessethics and enable themtounderstandtheimplicationsofvariousstatutoryandpolicyguidelinesconcerningcorporate governancefor actualbusinessdecisionmaking.</p> <p>COURSE OUTCOME</p> <p>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.</p> <p>Basic understanding about regulatory environment of mergers and acquisitions in India.</p> <p>Unit-I: Introduction to Mergers and Acquisitions: Participants in Mergers and AcquisitionsCommon Motivations and Impact of Mergers and Acquisitions Challenges towards successfulMergersandAcquisitions.TakeoverTactics:AlternativeTakeoverTacticsAlternativeTakeoverdecisionPrebidand Postbid.</p> <p>Unit II: Regulatory Issues in Mergers: Federal Security Laws Insider Trading Laws Antitrustlaws State Regulations effecting Mergers and Acquisitions Regulated industries EnvironmentalLaws LabourandBenefitLaw.</p> <p>Unit III: Developing Business and Acquisition Plans: Planning Based Approach for Mergersand Acquisitions Building Business Plan Building Mergers and Acquisitions plan The SearchandScreeningProcess NegotiationsImplementingPost ClosingEvaluation .</p> <p>SKILL DEVELOPMENT</p> <p>UnitIV:Integration:Mergers,AcquisitionsandBusinessAlliances:TheRoleofIntegration in successful mergers and Acquisitions Integration as a process Integrating BusinessAlliances.</p> <p>Unit V: Shared Growth and Shared Control Strategies: Motivations for Business AlliancesCritical Success Factors for Business Alliances Strategic and Operational Plans Strategic andOperational Plans Business Alliances Deal Structuring.</p> |      |           |          |   |   |   |   |

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.



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| SEMESTER  | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |      | 19260EF44 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:INTERNATIONALFINANCIALMANAGEMENT   |      |           |          |   |   |   |   |
| OBJECTIVE:To give the students an overall view of the international financial system – instrumentsand 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.   |      |           |          |   |   |   |   |
| UnitI   |      |           |          |   |   |   |   |
| International FinancialManagement: An overview, Importance, nature and scope, InternationalBusinessMethods,RecentchangesandchallengesinIFM- HistoryofGlobalMonetarySystems- EvolutionandpracticesinForeignExchangeMarkets- InternationalFinancialInstitutions   |      |           |          |   |   |   |   |
| UnitII  |      |           |          |   |   |   |   |
| FundamentalsofForeignExchange–Paritytheoryandconditions– FactorsaffectingdeterminationofExchangerate– Various exchangerate types.   |      |           |          |   |   |   |   |
| UnitIII   |      |           |          |   |   |   |   |
| Exposure and Risk Management - hedging – speculation – arbitrage - internal and externaltechniquesofhedging– derivatives– meaning– significance – types.  |      |           |          |   |   |   |   |
| UnitIV  |      |           |          |   |   |   |   |
| Regulatory Framework for International Finance - Short term financial management in a globalset-up– treasuryfunctions –InternationalTaxation –DoubleTaxationAvoidanceAgreement  |      |           |          |   |   |   |   |
| UnitV   |      |           |          |   |   |   |   |
| GlobalcapitalMarkets:Issues,investors,intermediaries.Disintermediation,Deregulation,Securitization,Globalization.VariousofraisingresourcesbyborrowersinInternational markets. Types of Bonds, Floating Rate Notes (FRNs), Deep DiscountBonds,ZeroCouponBonds,DualCurrencyBonds,EquityrelatedBonds.Procedurefor BondsIssues. |      |           |          |   |   |   |   |
| EMPLOYABILITY   |      |           |          |   |   |   |   |

SUGGESTED READINGS:

Shapiro, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi

Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi

Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi

Eitman, D. K. and A. I. Stenehill: Multinational Business Cash Finance, Addison Wesley, New York

Henning, C. N., W. Piggott and W. H. Scott: International Financial Management, McGraw Hill, International Edition.

Levi, Maurice D.: International Finance, McGraw Hill, International Edition

Rodrigues, R. M. and E. E. Carter: International Financial Management, Prentice Hall, International Edition

Yadav, Surendra S, P. K. Jain and Max Peyrard: Foreign Exchange Markets, MacMillan, New Delhi

Zeff, D. and J. Zwick: International Financial Management, Prentice Hall, International Edition.

# SYSTEMS

|            |       |           |          |   |   |   |   |
|------------|-------|-----------|----------|---|---|---|---|
| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EG33 |          | 3 | 0 | 0 | 3 |

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| SUBJECTTITLE:SOFTWAREENGINEERING  |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOME</p> <p>1 How to apply the software engineering lifecycle by demonstrating competence in communication, planning, analysis, design, construction, and deployment</p> <p>2 An ability to work in one or more significant application domains</p> <p>3 Work as an individual and as part of a multidisciplinary team to develop and deliver quality software</p>  |
| <p>Unit-I OVERVIEW OF SOFTWARE ENGINEERING</p> <p>Software engineering as a discipline, Software processes, Software projects, Requirements engineering processes, System models, Software prototyping, and Formal specification.</p> <p>Unit-II SOFTWARE DEVELOPMENT MODELS</p> <p>Software Life Cycle, Waterfall model, Spiral model, Incremental Development, Evolutionary Development, Re-use oriented Development.</p> <p>Unit-III SOFTWARE DESIGN</p> <p>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.</p> <p>EMPLOYABILITY</p> <p>Unit-IV SOFTWARE QUALITY</p> <p>Verification and Validation, Software testing, Critical systems validation, CMM and PCMM concepts.</p> |

Unit–V SOFTWAREMANAGEMENT

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

SUGGESTED READINGS:

Roger S. Pressman: Software Engineering – A Practitioner’s Approach – Tata McGraw Hill – IV edition.

Sommerville, Ian: Software Engineering, Addison Wesley.

S.A. Kelkar, Software Project Management, PHI

Carlo Ghezzi, Mehdi Jazayeri, Dino Mandrioli – Fundamentals of Software Engineering

– PHI.

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EG34 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:SOFTWAREPROJECTMANAGEMENT   |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>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.</p> |       |           |          |   |   |   |   |
| <p>Unit I SYSTEM ANALYSIS &amp; DESIGN</p> <p>Overview of system analysis &amp; Design : Introduction to different methodologies &amp; Structured system analysis – Details of SDLC approach – E.R. diagrams – DFD concepts – Data dictionary concepts. Structure charts – modular programming – I/O &amp; file design consideration.</p>  |       |           |          |   |   |   |   |
| <p>Unit II SYSTEM IMPLEMENTATION</p> <p>System implementation &amp; maintenance: Implementation Strategies – SW / HW selection &amp; procurement – Control &amp; security – issues of designing &amp; implementing on-line systems – data communication requirements – selection issues</p>  |       |           |          |   |   |   |   |
| <p>Unit III PROJECT DEVELOPMENT &amp; DATABASE DESIGN</p> <p>Introduction to Database technologies &amp; CASE tools with specific packages – overview of relational model – Database creation – SQL command – Normalization – designing forms &amp; reports – using CASE tools for system analysis &amp; design – case studies – Cost / benefit analysis</p> <p>– project &amp; resource planning – design &amp; development testing &amp; documentation.</p>  |       |           |          |   |   |   |   |
| <p>EMPLOYABILITY</p>   |       |           |          |   |   |   |   |
| <p>Unit IV SOFTWARE PROJECT MANAGEMENT</p> <p>Software project management: challenges &amp; opportunities – changing technologies &amp; approaches – choice development of methodologies &amp; technical platforms, project management techniques – monitoring &amp; measurement of progress.</p>  |       |           |          |   |   |   |   |

#### 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:

Software Engineering Principles and practice by Waman S. Jawadekar Tata Mcgraw Hill Co. – Chennai.

Walker Royce, 'Software Project Management' – A unified Framework, Pearson Education Asia, New Delhi 2000.

Software Project Management by S.A. Kelkar, PHI Learning India PVT Ltd.,

Software project management (2 volumes set) by Prof. S.N. Singh and S.L. Gupta – Global India publications PVT Ltd., New Delhi.

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EG35 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:RELATIONALDATABASEMANAGEMENTSYSTEMS   |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOME</p> <p>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.</p>   |       |           |          |   |   |   |   |
| <p>UNIT–I Introduction</p> <p>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.</p> <p>UNIT–II Data Models</p> <p>Data models, schema and instances. E-R models – E-R diagram. Hierarchical model, relational model, object oriented model, object relational model– comparison of models.</p> <p>UNIT–III Database system and query languages</p> <p>Relational model, Languages and system, structure of relational database, modifying the database. Relational commercial language – SQL. Relational database management system ORACLE/DB2.</p> <p>UNIT-IV Relational Database design</p> <p>Normalization process – First, second, Third, Fourth normal forms. Mapping relational data to files, data dictionary storage.</p> <p>EMPLOYABILITY</p> <p>UNIT–V Database Security</p> <p>Database integrity, security, concurrency, recovery, client/server architecture.</p> |       |           |          |   |   |   |   |



SUGGESTED READINGS:

Leon.A, Database Management Systems, 'BPB publications', Delhi, 1997.

Date.C.J., An introduction to Database Systems, 7th edition, Pearson Education Asia.

Naveen Prakash, Introduction to Database Management, TMH, 1993.

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EG36 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:E-BUSINESSTECHNOLOGYANDMANAGEMENT   |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>Thiscoursewillhelpestudentstorecognizeandunderstandwaysofusingdigitaltechnologies to improve intra and inter-organizational processes; and to analyze the impact thatelectronic commerce is having and will likely have on key sectors of theeconomy and assessthestrategic implications thisanalysis holds foranorganization.</p> <p>COURSE OUTCOME 1. understand the issues around defining ‘technology’, ‘innovation’ and ‘innovation management’2. recognise the diversity of types of innovation, innovators and innovation settings 3. understand the nature and extent of technological change and innovation 4.critically assess and explain key current issues in our understanding of innovation as a field of study.</p>   |       |           |          |   |   |   |   |
| <p>UNIT-I</p> <p>IntroductiontoE-Business:OverviewofE- Business;InformationServices;InterpersonalCommunication; Shopping Services;Virtual Enterprises. E-Commerce: Origin and Need of E-Commerce;FactorsaffectingE-Commerce;BusinessdimensionandtechnologicaldimensionofE-Commerce;Internetasan E- Commerceenablerhandlingbusinesstransactions.</p> <p>UNIT-II</p> <p>E-commercebusinessmodels.Consumerorientedecommerce–etailingandmodels-Marketing on web – advertising, e-mail marketing, e-CRM; Business oriented ecommerce – E-Government,SCM;WebAuctions,VirtualcommunitiesandWebportals.Mobile Commerce.</p> <p>UNIT-III</p> <p>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 mercantilemodelsfrom customer perspective;Management challenges in on-lineretailing</p> <p>UNIT-IV</p> <p>Handlingpayments:Electronic Fund TransferSystem, Digital Tokenand notational basedelectronicpaymentsystem,smartcard,creditcardandemergingfinancialinstruments.Epayment s - Characteristics of payment of systems, protocols, E-cash,E-check andMicropaymentsystems.ECommerceandBanking:changingdynamicsinbankingindustry;ManagementIssues in onlinebanking.</p> |       |           |          |   |   |   |   |

#### 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:

Hentry Chan & el, E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007. Bharat Bhasker, Electronic Commerce – Framework technologies and Applications, 3rd

Edition. Tata McGraw Hill Publications, 2008.

4. Krishnamurthy - E-Commerce Management: Text and Cases (Vikas)

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EG37 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:DATAWAREHOUSINGAND DATAMINING   |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOME</p> <p>☐ Analyzing Dimensionality. Reduction. Feature Subset Selection. Understanding. Discretization and. Analyzing Similarity – Basics and Dissimilarity. Understanding. Association Rules.</p> <p>☐ Understanding APRIORI. principal, support and.</p>   |       |           |          |   |   |   |   |
| <p>UNIT-I</p> <p>Data – Types of Data - Data warehousing concepts – difference between operational system and data warehouse system- Application of data warehouse – Benefit of data warehousing systems- Metadata.</p> <p>UNIT-II</p> <p>Data warehousing methodology - Data warehousing process - Data warehouse architecture - Designing data warehouse.</p> <p>UNIT-III</p> <p>Data mining concepts – Integration of a Data Mining System with a Data Warehouse - Benefit of data mining systems- Data Mining Functionalities- Interestingness of patterns- Classification of Data Mining Systems.</p> <p>UNIT-IV</p> <p>Data mining process - Data mining techniques – Data mining tools - Data mining applications - Issues in data mining.</p> <p>EMPLOYABILITY</p> <p>UNIT-V</p> <p>Web Data Mining- Association Rule Mining</p> |       |           |          |   |   |   |   |

SUGGESTED READINGS:

1. G.K. Gupta, Introduction to Data Mining with Case Studies, Eastern Economy Edition, Prentice Hall India, 2006.

McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi, 2003.

Alex Berson and Stephen J. Smith, "Data Warehousing, Data Mining & OLAP", Tata McGraw-Hill Edition, Tenth Reprint 2007.

Jiawei Han and Micheline Kamber, "Data Mining Concepts and Techniques", Second Edition, Elsevier, 2007.

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EG38 |          | 3 | 0 | 0 | 3 |

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| SUBJECT TITLE: KNOWLEDGE MANAGEMENT   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>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;</p> <p>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.</p> <p>Unit-II: Knowledge Management and Information Technology: Role of Information Technology in Knowledge Management Systems, Knowledge Management Tools and Knowledge Portals – Knowledge Organization &amp; Managing Knowledge Workers</p> <p>Unit-III: The Knowledge Process: Knowledge Management Systems Life Cycle - Stages of KM Process, Knowledge Creation &amp; Knowledge Architecture – Knowledge Capturing Techniques – Knowledge Codification – Transferring and Sharing Knowledge.</p> <p>EMPLOYABILITY</p> <p>Unit-IV: Implementation of Knowledge Management: Business Intelligence and Internet Platforms, KM &amp; the Indian experience, Net Banking in India – Role of Knowledge Management in Organizational Restructuring – The Mystique of a Learning Organization - Management of Intellectual Property.</p> <p>Unit-V: Future of Knowledge Management and Industry Perspective: Knowledge Management</p> |

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

Becerra Fernandez: Knowledge Management: An Evolutionary View, PHI, 2009 Fernando: Knowledge Management, Pearson, 2009 B. Rathan Reddy: Knowledge Management, Himalaya, 2009

Madan Mohan Rao, Leading with Knowledge, Tata Mc-Graw Hill, 2011.

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| SEMESTER  | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |      | 19260EG39 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:ENTERPRISERESOURCEPLANNING   |      |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>To understand about ERP systems, ERP software and modules, Implementation of ERP, and Emerging trends on ERP.</p> <p>OUTCOMES</p> <ol style="list-style-type: none"> <li>1. Make basic use of Enterprise software, and its role in integrating business functions</li> <li>2. Analyze the strategic options for ERP identification and adoption.</li> <li>3. Design the ERP implementation strategies.</li> <li>4. Create reengineered business processes for successful ERP implementation</li> </ol>   |      |           |          |   |   |   |   |
| <p>UNIT-I: Introduction</p> <p>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.</p> <p>UNIT-II: ERP Solutions and Functional Modules</p> <p>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.</p> <p>UNIT-III: ERP Implementation</p> <p>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.</p> <p>UNIT-IV: Post Implementation</p> <p>Maintenance of ERP – Organizational and Industrial Impact; Success and Failure factors of and ERP Implementation. Measuring ERP Benefits – Balanced Score Card Method – ABCD Checklist.</p> <p>UNIT-V: Emerging Trends on ERP</p> <p>Extended ERP Systems – CRM, SCM, Business Analytics – Future Trends in ERP Systems – Web Enabled, Wireless Technologies.</p> |      |           |          |   |   |   |   |



SUGGESTED READINGS:

Alexis Leon, ERP Demystified, second Edition Tata McGraw–Hill, 2006.

Jagan Nathan Vaman, ERP in Practice, Tata McGraw–Hill, 2008

Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2006.

Vinod Kumar Grag and N.K. Venkitakrishnan, ERP–Concepts and Practice, Prentice

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| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |      | 19260EG44 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:DECISIONSUPPORTSYSTEMANDINTELLIGENTSYSTEMS  |      |           |          |   |   |   |   |
| OBJECTIVE:To understand the components of DSS and IS. To know the appropriate model to be used for a problem   |      |           |          |   |   |   |   |
| OUTCOMES   |      |           |          |   |   |   |   |
| <ul style="list-style-type: none"><li>• 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</li><li>• Identify decision factors, models, and analysis of intelligent decision support systems (IDSS) to support a smart production system.</li><li>• Appraise the frameworks of IDSS.</li><li>• Design a knowledge-based system for a smart production system.</li></ul> |      |           |          |   |   |   |   |
| UNIT I INTRODUCTION Management Support systems, Decision making, Models, DSS Overview<br><br>, Data, Model, Knowledge Management system.   |      |           |          |   |   |   |   |
| UNIT II DATA AND MODEL MANAGEMENT SYSTEMS      Data Collection, Data<br><br>Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristics, 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.   |      |           |          |   |   |   |   |
| EMPLOYABILITY  |      |           |          |   |   |   |   |

#### TEXTBOOK

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition 2010

#### REFERENCES

Janakiraman V. and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6th Printing 2006

Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.

Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 200

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# HOSPITAL MANAGEMENT

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|---|-------|-----------|----------|---|---|---|---|
| SEMESTER  | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |       | 19260EH33 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:MANAGEMENTOFHOSPITALSERVICES   |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>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.</p> <p>OUTCOMES</p> <p>CO1: Describe the health systems of various Countries including India</p> <p>CO2: Discuss and learn public health care system in India</p> <p>CO3: Develop, implement and manage various public health programs</p> <p>CO4: Critically analyze the various components of health care delivery system in India</p> <p>Unit- I Overview: Hospital operations management, role</p> <p>Unit- I Overview: Hospital operations management, role and decisions, Difference of hospital operations from other service and manufacturing organizations.</p> <p>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 &amp; specialized), critical care services – ICU, CCU, NICU, , medical services, surgical services – operation theater, nuclear medicine, burn unit, nursing services and administration.</p> <p>Unit – III Specialty Services: Pediatrics, OBG &amp; GYN, ENT, Ophthalmology, Orthopedic, Psychiatry, Anesthesia, Dental. Super-specialty Services: Cardiology, Thoracic Surgery, Neurology, Neurosurgery, Nephrology- Dialysis Unit, Transplantation Services</p> <p>Unit– IV Hospital Acquired Infection: Source and Control, Modern trends in Hospital Administration, Disaster Management, Information Systems, Telemedicine.</p> <p>EMPLOYABILITY</p> <p>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</p> |       |           |          |   |   |   |   |

implementation, Severity of illness among disaster victims and risk assess - Disaster preparedness- Policies & procedures for general safety, fire safety procedure for evacuation, 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.

Davies Llewellyn R & Macaulay HMC (1995)- Hospital Planning and Administration, Jaypee Brothers, New Delhi.

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 Srinivasan AV (2002)- Managing a modern hospital, Response Books, New Delhi

Sharma KR, Sharma Yashpal (2003)- A handbook on Hospital Administration, Durga Printers, Jammu

Sharma, Madhuri (2003)- Essentials for Hospital Supportive Services, Jaypee Brothers, New Delhi

Tabish, Syed Amin- Hospital Planning, Organization and Management







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| COURSECODE | 19260EH34 | 3 | 0 | 0 | 3 |
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SUBJECTTITLE:OPERATIONSMANAGEMENTINHEALTHCARE

OBJECTIVE:

Givesunderstandingaboutvariousoperationsrelatedtohospitaladministrationsuchaspurchaseproceduresofhealthcareequipmentsandmaterials,storemaintenance,qualitymanagementandconduction of healthcareevents

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 SelectionofEquipment-Purchase,Inspection andInstallation;Importof Equipment

UnitIIHOSPITALSTORESMANAGEMENT:PlanningConsiderationofStores- InspectionandVerificationofMaterials- StorageofMaterials-CodificationandStandardization- ValueAnalysis-InventoryControl- EconomicOrderQuantity(EOQ),DistributionofMaterials- Condemnationand Disposal;Hospital WastesManagement

UnitIIIHOSPITALMATERIALSANDMAINTENANCEMANAGEMENT:Functions

of Materials Manager- Information Systems for Materials Management; Policy and Procedures- EquipmentsTypesandCharacteristics;Records,Responsibilities- LevelsofMaintenance;EquipmentUtilizationandOperation-EquipmentRepairandMaintenance- EquipmentAudit

EMPLOYABILITY

Unit IV QUALITY ASSURANCE IN HOSPITALS: Patient safety and satisfaction, Patientfeedback system, Job Description of Quality Manager- Quality Steering Committee- QualityCouncil,Quality Audit;Quality Teams:TaskForce,Quality Circle- ISOCertification;BSMark, Accreditation: JCI, Quality Awards Scheme - MBNQA; NABH, Six sigma in hospitals;Obstaclesto PracticeQualityin Hospitals

UnitV

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:

Donna Dee Prose, Project Management, Capstone Publishing, Oxford, 2007

H. Kerzner, Project Management: A System Approach to Planning, Scheduling and Controlling, Wiley Eastern publication, 2008

Shakti Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach Jaypee Publications, New Delhi, India, 2010

WHO, Maintenance and Repair of Laboratory, Diagnostic, Imaging and Hospital Equipment, 2006

Wilson CRM, Hospital Wide Quality Assurance, Saunders publication, 2005

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EH35 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:MARKETINGMANAGEMENTOFHOSPITAL ANDHEALTHCARESERVICES   |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>Givesbetterunderstandingaboutthewaystomarketthehealthcareservices.Givesviewaboutthemarketin<br/>gmixforhealthcareservices</p> <p>OUTCOMES CO101: Students will have an idea of the overall Managerial Functions which can be applied in<br/>anyorganizational set up Basics of Hospital Administration</p> <p>CO103: Students will have a general idea about the fundamentals of hospital administration HealthEconomics</p> <p>CO105: Students will have the complete understanding about micro and macroeconomics Basics ofMedical Sciences</p> <p>CO107: Students will have a basic understanding of structure &amp; functions of various organ system of ahuman<br/>body. Students will have basic knowledge on various aspects of community medicine</p> |       |           |          |   |   |   |   |

Unit I APPLICATION OF MARKETING IN HEALTHCARE 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.

EMPLOYABILITY

Unit V COMMUNITY OPINION SURVEYS AND MARKET RESEARCH Market



SUGGESTED READINGS:

Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations, Prentice Hall Publication, 2009

Roger Silver, Health Service Public Relations, Radcliffe Medical Press Ltd., 2010

John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion, Health Administration Press, 2011

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

| SEMESTER | THREE | NATURE | ELECTIVE | L | P | T | C |
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| SUBJECT TITLE: MANAGEMENT OF CLINICAL AND SUPER SPECIALTY SERVICES IN HOSPITALS   |
| <p>OBJECTIVE:</p> <p>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 procedure and policies and procedures followed in each of these.</p> <p>OUTCOMES CO1: Describe the health systems of various Countries including India</p> <p>CO2: Discuss and learn public health care system in India</p> <p>CO3: Develop, implement and manage various public health programs</p> <p>CO4: Critically analyze the various components of health care delivery system in India</p> <p>CO5: Apply various principles of planning and management in implementing health projects and programmes.</p>  |
| <p>UNIT – I Hospital Management Of Clinical Services (Medical + Ancillary): Detailed Management, Layout, Design of - OPD Services, Emergency Services, Clinical Laboratories, Radiological Services, Operation Theatres.</p> <p>UNIT – II Overview of Management Layout &amp; 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.</p> <p>UNIT – III Clinical services-3: Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward management.</p> <p>UNIT – IV Nursing Services: Detailed Layout, Design &amp; 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.</p> |

| SEMESTER   | THREE | NATURE | ELECTIVE | L | P | T | C |
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| <p>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.</p> <p>EMPLOYABILITY</p> <p>SUGGESTED READINGS:</p> <p>B.M.Sakhankar: Principles of Hospital Administration &amp; Planning, Jaypee Publications.</p> <p>G.D.Kunders: Hospitals-Facilities Planning and Management, Tata McGraw Hill.</p> <p>Jaydeep Das Gupta: Hospital Administration and Management – A Comprehensive Guide, Jaypee Publications.</p> <p>Shakti Kumar Gupta, Sunil Kant, R Chandreshakhar: Modern Trends in Planning and Designing of Hospitals-Principles &amp; Practice, Jaypee Publications.</p> <p>A.V.Ramasastri Srinivasan: Managing a Modern Hospital, Response Books.</p> <p>Shakti Gupta, Sunil Kant: Hospital and Healthcare Administration, Jaypee Publications.</p> <p>J.Christopher Farmer: Hospital Emergency Management Guidebook, JCI Resource.</p> |       |        |          |   |   |   |   |



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| SEMESTER  | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |      | 19260EH39 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:HEALTHRELATEDLAWSANDETHICS   |      |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>ToUnderstand LawsrelatingtoHealthservices,Legalreports, License,RiskManagement.</p> <p>OUTCOMES</p> <p>1. Demonstrate systematic knowledge of the substantive law relevant to a range of key areas of healthcare law;</p> <p>2. Demonstrate systematic knowledge of major western traditions in bioethics and key ethical principles relevant to the provision of healthcare;</p> <p>3. Demonstrate a critical understanding of how these different traditions and principles apply to current key issues in healthcare law;</p> |      |           |          |   |   |   |   |

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.

SKILL DEVELOPMENT

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:

The Law of Health Care Administrations–Stuart Showalter

Dynamics of Industrial Relations–C.B. Memoria

Industrial laws–N.D. Kapoor





# TOURISM

| SEMESTER | THREE | NATURE | ELECTIVE | L | P | T | C |
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| SUBJECT TITLE: TOURISM PRINCIPLES, POLICIES AND PRACTICES  |
| <p>OBJECTIVE:</p> <p>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.</p> <p>COURSE OUTCOME</p> <p>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</p> <p>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.</p> <p>Unit-II Tourism Industry; Structure and Components: Attractions-Accommodation-Activities - Transportation - F&amp;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.</p> <p>Unit-III Tourism Impacts-Tourism Area Life Cycle (TALC)-Doxey's Index-Demonstration Effect</p> <p>- Push and Pull Theory - Tourism System - Mathieson and Wall Model &amp; 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.</p> <p>Unit-IV Tourism Organizations: Role and Functions of World Tourism Organization (WTO), Pacific Asia Travel Association (PATA) , World Tourism &amp; Travel Council (WTTC) – Ministry of Tourism, Govt. of India, ITDC, Department of Tourism, Govt. of Puducherry, FHRAI, IHA, IATA, TAAI, IATO.</p> <p>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.</p> <p>EMPLOYABILITY</p> |

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| TEXTBOOKS   |  |  |  |  |  |
| Charles R. Goeldner & Brent Ritchie, J. R. (2006), Tourism, Principles, Practices, Philosophies, John Wiley and Sons, New Jersey. |  |  |  |  |  |
| Bhatia A. K. (2001), International Tourism Management, Sterling Publishers, New Delhi.  |  |  |  |  |  |
| REFERENCES  |  |  |  |  |  |
| Page J. Stephen & Brunt Paul (2007), Tourism - A Modern Synthesis, Thomson Publishers, London.                                    |  |  |  |  |  |
| Chuck Y. Gee, James C. Makens & Dexter J. L. Choy (1989), The Travel Industry, Van Nostrand Reinhold, New York.                   |  |  |  |  |  |
| Ray Youell (1998), Tourism - an introduction, Addison Wesley Longman, Essex.  |  |  |  |  |  |
| Ghosh Bishwanath (2000), Tourism and Travel Management, Vikas Publishing House, New Delhi.  |  |  |  |  |  |

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| SEMESTER   | THREE | NATURE     | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EI138 |          | 3 | 0 | 0 | 3 |
| TEXTBOOKS  |       |            |          |   |   |   |   |
| 1.C.Gunn(2002),TourismPlanning:Basic,ConceptsandCases,CognizantPublication.  |       |            |          |   |   |   |   |
| REFERENCES   |       |            |          |   |   |   |   |
| NigelMorgan,AnnettePritchard&RogerPride(2001),Destinationbranding:CreatingtheUnique Proposition, Butterworth andHeinemann. |       |            |          |   |   |   |   |
| RichardW.Butler(2006),theTourismAreaLifeCycle:ApplicationsandModifications,ChannelViewPublications.                        |       |            |          |   |   |   |   |
| Claire,HavenTang&EleriEllisJones(2005),TourismSMEs,ServiceQualityandDestinationCompetitiveness, CABIPublishing.            |       |            |          |   |   |   |   |
| ShaliniSingh,DallenJ.Timothy&RossKingstonDowling(2003),TourisminDestination Communities,CABIPublishing                     |       |            |          |   |   |   |   |



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| SEMESTER  | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |       | 19260EI36 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:TRAVELAGENCYANDTOUROPERATIONS  |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>To understand the significance of travel agency and tour operation business;</p> <p>To know the current trends and practices in the tourism and travel trade sector;</p> <p>To develop adequate knowledge and skills applicable to travel industry.</p> <p>COURSE OUTCOME 1 defines travel and tourism concepts. 2 defines differences between travel and tourism concepts. 3 explains historical development of travel and tourism concepts.</p> <p>4 lists factors which are effective in the definition of travel.</p>  |       |           |          |   |   |   |   |
| <p>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.</p> <p>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 &amp; MICE - Documentation - IATA Accreditation - Recognition from Government.</p> <p>UNIT-III Itinerary Planning &amp; 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 &amp; Group Tour Planning and Components – Special Interest Tours (SITs).</p> <p>UNIT-IV Tour Packaging &amp; 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 &amp; Kings and TCI. EMPLOYABILITY</p> <p>UNIT-V Role and Responsibility of Travel Trade Associations: Objectives - Roles and functions of UFTAA, PATA, ASTA, TAAI, IATO, ATA, ADTOI, IAAI, FIYTO, TAFI.</p> |       |           |          |   |   |   |   |

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| TEXTBOOKS  |
| <p>Chand,M.(2002),TravelAgencyManagement:AnIntroductoryText,AnmolPublicationsPvt.Lt d., New Delhi.</p> <p>Negi.J(2005),TravelAgencyOperations:ConceptsandPrinciples,Kanishka,NewDelhi.</p>   |
| REFERENCES   |
| <p>Holloway,J.C.(2002),TheBusinessofTourism,PrenticeHall,London,pp.220-279.</p> <p>Roday.S,Biwal.A&amp;Joshi.V.(2009),TourismOperationsandManagement,OxfordUniversityPre ss, New Delhi, pp-164-296.</p> <p>Goeldner,R&amp;Ritchie.B(2010),Tourism,Principles,PracticesandPhilosophies,John</p> |

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EI37 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:HospitalityManagement   |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>To understand the essentials of hospitality industry;</p> <p>To familiarize with resort and event management; and</p> <p>To do project work in the above areas.</p> <p>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.</p>   |       |           |          |   |   |   |   |
| <p>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.</p> <p>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..</p> <p>UNIT-III Room Reservations: Registration - Allotment of rooms - Stay, Departure – Handling FIT - GIT- Guest Services- Various Guest Services- Handling guest mail- Message Handling</p> <p>- Custody and control of keys - Guest paging - Safe deposit locker, left luggage handling, wakeup call Handling Guest Complaints.</p> <p>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.</p> <p>EMPLOYABILITY</p> |       |           |          |   |   |   |   |

**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

Jagmohan Negi (1997), Professional Hotel Management, S. Chand, New Delhi

G. Raghubalan & Smritee Ragubalan: Hotel Housekeeping operations and Management

#### REFERENCES

Jagmohan Negi, Hotels for Tourism Development, S. Chand, New Delhi.

Jatashankar R Tewari (2009), Hotel front office operations and Management, Oxford publication New Delhi. Gray and Ligouri (2000), Hotel and Motel Management and Operations, PHI, New Delhi.

Sudheer Andrews (2009), Hotel Front Office Training Manual, Tata McGraw Hill, Bombay.

John Cousins David Foskett & Cailein Gillespie (2002), Food and Beverage Management, Pearson Education, England.

Arthur & Gladwell, Hotel Assistant Manager (London communicate, Barril, Jenkins)

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |       | 19260EI38 |          | 3 | 0 | 0 | 3 |

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| SUBJECT TITLE: INDIAN CULTURE AND HERITAGE  |
| <p>OBJECTIVE:</p> <p>To study the richness and diversity of Indian culture;</p> <p>To evaluate the contemporary trends of India culture; and</p> <p>To acknowledge and appreciate the co-existence of different cultural and religious practices of India.</p> <p>COURSE OUTCOME</p> <p>Students will have developed a better understanding of important issues related to gender in contemporary India.</p> <p>Unit - I Glimpses of Indian cultural history - Pre and Post Vedic periods - Ancient Indian Literatures - Sacred Literature - Secular Literature - Ancient Society &amp; Culture - Ashramas - Varna System - Purushartha - Indian vs. Western Culture.</p> <p>Unit - II Religions of India - Religious Shrines &amp; Centers - Hindu, Buddhist, Jain, Sikh, Muslim, Christian and others - Basic Tenets - Indian Vs Western Philosophy.</p> <p>Unit - III Cultural Heritage - Ayurveda, Yoga and meditation - Performing Arts: Dance Forms - Music - Vocal &amp; Instruments - Folk Arts - Indian Paintings and Sculpture.</p> <p>Unit - IV Architectural Heritage - Rock cut Architecture - Buddhist Architecture - Gandhara &amp; Mathura Schools of Art - Hindu Temple Architecture - Indo-Islamic Architecture - Modern Architecture - Forts, Palaces and Havelies.</p> <p>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.</p> <p>EMPLOYABILITY</p> |

#### TEXTBOOKS

1. Basham. A. L. (1988), The Wonder that was India, Rupa and Co., Delhi

#### REFERENCES

S. P. Gupta (2002), Cultural Tourism in India, Indraprastha Museum of Art and Archaeology, New Delhi.

Hussain. A. K. (1987), The National Culture of India, National Book Trust, New Delhi. 3. Robinet J. Jacob (2007), Indian Tourism Products, Abhijeet publications.

Surendra Sahai (2006), Indian Architecture: Hindu, Buddhist and Jain, Prakash Books.

The Gazette of India: History and Culture, Vol. 2, publication division, Ministry of Information and Broadcasting, Government of India, 1988.

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| SEMESTER  | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |      | 19260EI39 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:TourismMarketing   |      |           |          |   |   |   |   |
| OBJECTIVE:<br><br>Toexposethestudentstoconceptsandcomponentsof marketing;<br><br>Toacquaintthem withtourismspecific marketingskills;and<br><br>Tofamiliarizethemwith thecontemporarymarketingpractices.<br><br>COURSE OUTCOME<br><br>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.<br><br>Unit IEvolution of Marketing - Marketing for Tourism - The Tourism Product - Features ofTourismMarketing - MarketingFunctions -Market Research -TourismMarketingMix.<br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br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#### TEXTBOOKS

ManjulaChaudhary(2010),TourismMarketing, OxfordUniversityPress,New Delhi.

#### REFERENCES

KotlerPhilip(2006),MarketingManagement,PHI, Delhi.

StantonWilliam.J (1999),FundamentalsofMarketing,McGraw Hill,NewYork.

RobinetJacob(2007), IndianTourismProducts,Abhijeetpublications.

Neelamegham.S (1998),Marketingin India:Cases&Readings,Vikas,NewDelhi.

RamasamyVS&Namakumar.S(1990),MarketingManagement:Planning&Control,Macmill an,New Delhi.



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|------------|------|-----------|----------|---|---|---|---|
| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260EI42 |          | 3 | 0 | 0 | 3 |

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| SUBJECTTITLE:ECOTOURISM  |
| <p>OBJECTIVE:</p> <p>To understand the significance of ecotourism;</p> <p>To comprehend the theories and practices of ecotourism;</p> <p>To be familiar with the model ecotourism projects; and</p> <p>To use the theoretical knowledge to manage ecotourism resources.</p> <p>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</p> |
| <p>UNIT-I Fundamentals of Ecology- Basic Laws &amp; ideas in Ecology- Function and Management of Ecosystem- Biodiversity and its Conservation- Pollution- Ecological Footprints- Relationship between Tourism &amp; Ecology.</p>   |
| <p>UNIT-II Ecotourism- Evolution, Principles, Trends and Functions of Ecotourism – Mass Tourism Vs Ecotourism - Typology of Eco-tourists - Ecotourism Activities &amp; Impacts - Western View of Ecotourism- Quebec Declaration 2002 - Kyoto Protocol 1997- Oslo Declaration 2007.</p>   |
| <p>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.</p>  |
| <p>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, Simlipal 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.</p>   |
| <p>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.</p>   |
| EMPLOYABILITY  |

#### TEXTBOOKS

1.Fennel,D. A.(1999), Ecotourism -AnIntroduction,RoutledgePublication.

#### REFERENCES

Weaver,D.(2001),theEncyclopediaofEcotourism,CABIPublication.

Fennel,D.A.(2002),EcotourismPolicyandPlanning,CABIPublishing,USA.

SukantaKChaudhury,Cultural,EcologyandSustainableDevelopment,Mittal,NewDelhi.

RalfBuckley(2004), Environment Impactsof Ecotourism,CABI,London.

RameshChawla(2006),EcologyandTourismDevelopment,SumitInternational,New Delhi.

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|------------|------|-----------|----------|---|---|---|---|
| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260EI43 |          | 3 | 0 | 0 | 3 |

SUBJECTTITLE:EventManagement

OBJECTIVE:

TofamiliarizethestudentwiththeessentialsofEventManagement;Toun derstand thepotential ofMICE and EventTourism; and

Toenablethestudentstotakeup projectworkin theaboveareas..

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 IIIntroduction to Events: Scope - Nature and Importance - Types of Events – Uniquefeaturesandsimilarities-Practices inEvent Management-Keystepsto a successfulevent.

UNIT IITheDynamicsofEventManagement:EventPlanningandorganizing–ProblemSolving and Crisis Management Leadership and Participants Management - Managing PeopleandTime- SiteandInfrastructureManagement.

UNIT IIIIntroductiontoMICE:PlanningMICE,ComponentsoftheConferenceMarket,Characteristic s of Conferences and Conventions, MICE as a supplement to Tourism, the natureand demand of Conference markets- The Economic and Social significance of Conventions,processof 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 Internationalimportance.

UNIT V Travel Industry Fairs - Benefits of Fairs - ITB, WTM, BTF, TTW, FITUR, KTM, IITM,CII-Events,PATATravel Mart.

EMPLOYABILITY

#### TEXTBOOKS

Leonard H. Hoyle (2002), Event Marketing, John Wiley and Sons, New York.

Anton Shone & Bryn Parry (2002), Successful Event Management, Cengage Learning.

#### REFERENCES

Bhatia A.K. (2001), Event Management, Sterling Publishers, New Delhi.

David C. Watt (1998), Event Management in Leisure and Tourism, Pearson, UK.

Joe Goldblatt (1997), Special Events- Best Practices in Modern Event Management, John Wiley and Sons, New York.

Avrich Barry (1994), Event and Entertainment Marketing, Vikas, New Delhi.

Panwar J.S. (1998), Marketing in the New Era, Sage, New Delhi.

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|------------|------|-----------|----------|---|---|---|---|
| SEMESTER   | FOUR | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE |      | 19260EI44 |          | 3 | 0 | 0 | 3 |

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| SUBJECT TITLE: E-TOURISM   |
| <p>OBJECTIVE:</p> <p>To understand emerging business models in tourism and travel industry;</p> <p>To study the impact of Information Technology on tourism and travel sector;</p> <p>To explore the scope of entrepreneurship in the emerging e-tourism business</p> <p>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.</p>  |
| <p>Unit-I Introduction to E-tourism, Historical Development - Electronic technology for data processing and communication - Strategic, Tactical and operational use of IT in Tourism.</p> <p>Unit - II Global Distribution System: History &amp; Evolution - GDS &amp; CRS - Levels of CRS Participation - Hotel Distribution System - Cases of Amadeus - Galileo, World Span, Sabre, Abacus - Changing Business models of GDS.</p> <p>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) - &amp; Business to Government (B2G).</p> <p>Unit-IV Payment Systems in E-tourism - Payment Gateway - Billing and Settlement Plan (BSP)</p> <p>- Security Issues and Certification - Future of E-tourism - Travel Blogs - E-marketing and promotion of Tourism Products - Challenges for conventional business models &amp; Competitive strategies.</p> <p>Unit - V Amadeus Practical - Hands on Amadeus Software - Searching - Building, Retrieval, Display &amp; Cancel of PNR - Fare display - Itinerary pricing - Issuance of tickets.</p> <p>EMPLOYABILITY</p> |

#### TEXTBOOKS

Sheldon P. (2002), Tourism Information Technology, CABI.

Inkpen G. (2000), Information technology for Travel and Tourism, Addison Wesley.

#### REFERENCES

Buhalis D. (2004), E-tourism: Information Technology for Strategic Tourism Management, Prentice Hall India.

Poon A. (1998), Tourism, Technology and Competitive Strategies, CABI.

Rayport J. F. & Jaworski B. J. (2002), Introduction to E-commerce, McGraw-Hill. 4. Malvino

A. P. (1995), Electronic Principles, McGraw-Hill.

## AGRIBUSINESS MANAGEMENT

|            |           |        |          |   |   |   |   |
|------------|-----------|--------|----------|---|---|---|---|
| SEMESTER   | THREE     | NATURE | ELECTIVE | L | P | T | C |
| COURSECODE | 19260EJ33 |        |          | 3 | 0 | 0 | 3 |

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| SUBJECTTITLE:AGRIBUSINESSENVIRONMENTANDPOLICY  |
| <p>OBJECTIVE:</p> <p>To expose learner 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.</p> <p>COURSE OUTCOME</p> <p>Understand the fundamentals of management with reference to agribusiness.</p> <p>Acquaint with various functional areas of agribusiness</p> <p>Study the managerial functions and its applications with reference to agribusiness</p> <p>Learn the concepts and process of Planning and Organizing</p> <p>Provides knowledge about the Staffing, Directing and Control</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>EMPLOYABILITY</p> <p>UNIT IV Agribusiness policies- concept and formulation; and new dimensions in Agri business environment and policy.</p> <p>UNIT V Agricultural price and marketing policies; public distribution system and other policies.</p> |



#### SuggestedReadings

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.

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|---|-------|-----------|----------|---|---|---|---|
| SEMESTER  | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |       | 19260EJ34 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:AGRICULTURALMARKETINGMANAGEMENT  |       |           |          |   |   |   |   |
| OBJECTIVE:<br><br>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.  |       |           |          |   |   |   |   |
| EMPLOYABILITY   |       |           |          |   |   |   |   |
| 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<br><br>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.<br><br>Ramaswamy VS & Nanakumari S. 2002. Marketing Management. 2nd Ed. MacMillan India. |       |           |          |   |   |   |   |

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EJ35 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:FARMBUSINESSMANAGEMENT  |       |           |          |   |   |   |   |
| OBJECTIVE:<br><br>Toacquaintthestudentwiththebasicprinciplesoffarmmanagementdealingwiththeanalysisoffarm resourceshavingalternatives withintheframework of resource restrictions.  |       |           |          |   |   |   |   |
| COURSE OUTCOME<br><br>Understand the fundamentals of management with reference to agribusiness.<br><br>Acquaint with various functional areas of agribusiness<br><br>Study the managerial functions and its applications with reference to agribusiness<br><br>Learn the concepts and process of Planning and Organizing |       |           |          |   |   |   |   |
| UNIT I Nature, scope, characteristics and role of farm business management; farm managementdecisions;farm management problems.   |       |           |          |   |   |   |   |
| UNITII Principlesoffarmmanagementdecisions–principleofvariableproportion, costprinciple, 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; Farmrecordsandaccounts, typesandproblemsinfarmrecordsandaccounts, networthstatement, farm efficiency measures.   |       |           |          |   |   |   |   |
| EMPLOYABILITY  |       |           |          |   |   |   |   |
| UNITIV Managementoffarmresources – Land, Labour, Farmmachinery, Farmbuilding, etc.   |       |           |          |   |   |   |   |
| UNIT V Risk and uncertainty in farming -sources of uncertainty in farming, management strategyto counteract uncertainty and decision making process in farm business management under risksanduncertainty.   |       |           |          |   |   |   |   |
| SuggestedReadings<br><br>HeadyEO&JensenH. 1960. Farm ManagementEconomics. PrenticeHall. JohlSS&KapoorTR.1973.Fundamentals of FarmBusinessManagement. KalyaniPubl.KahlonAS &SinghK.1992.Economicsof FarmManagementin India.Allied Publ.<br><br>PandaSC.2007. FarmManagement&AgriculturalMarketing. KalyaniPubl.           |       |           |          |   |   |   |   |

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| SEMESTER   | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE   |       | 19260EJ36 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:MANAGEMENTOFAGRIBUSINESSCOOPERATIVES  |       |           |          |   |   |   |   |
| <p>OBJECTIVE:</p> <p>Toacquaintthestudentsthebasicprinciplesoffarmmanagementdealingwiththeanalysisoffarm resourceshavingalternatives withintheframework of resourcerestrictions.</p> <p>COURSE OUTCOME</p> <p>The Agri-Business Management assumes greater significance in the context of new economic regime &amp; globalization of the Indian Agriculture &amp; 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 involvedin Food and Agribusiness Management.</p> <p>UNIT I Cooperative administration- a global perspective, ecology of cooperative administration,cooperativesectorand economicdevelopment.</p> <p>UNIT II Cooperative management- nature, functions and purpose of cooperatives – procurement,storage, processing, marketing, process of cooperative formation, role of leadership in cooperativemanagement.</p> <p>UNIT III The state and cooperative movement, effects of cooperative law in management, longrangeplanningfor cooperativeexpansion, policymaking.</p> <p>SKILL DEVELOPMENT</p> <p>UNIT IV Human resource management, placement and role of board of directors in cooperativemanagement.</p> <p>UNIT V Overview ofagribusiness cooperative– credit cooperatives,cooperative marketing,dairycooperative; financingagribusinesscooperative.</p> |       |           |          |   |   |   |   |
| SuggestedReadings  |       |           |          |   |   |   |   |
| Akmat JS. 1978. New Dimensions of Cooperative Management. Himalaya Publ. House.AnsariAA. 1990. CooperativeManagement Patterns. Anmol Publ.   |       |           |          |   |   |   |   |
| SahAK.1984.Professional Managementforthe Cooperatives.VikasPubl.House.   |       |           |          |   |   |   |   |

| SEMESTER | THREE | NATURE | ELECTIVE | L | P | T | C |
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| SUBJECT TITLE: FOOD RETAIL MANAGEMENT  |  |  |  |  |  |  |  |
| <p>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.</p> <p>COURSE OUTCOME</p> <p>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.</p> |  |  |  |  |  |  |  |
| <p>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.</p>   |  |  |  |  |  |  |  |
| <p>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.</p>   |  |  |  |  |  |  |  |
| <p>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.</p>  |  |  |  |  |  |  |  |
| <p>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.</p>   |  |  |  |  |  |  |  |
| <p>SKILL DEVELOPMENT</p>   |  |  |  |  |  |  |  |
| <p>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.</p>   |  |  |  |  |  |  |  |

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| Suggested Readings | Berman&Evans.2008.RetailManagement:AStrategicApproach.10thEd.PrenticeHall of India. |
|                    | Cox.2006.Retailing:AnIntroduction. 5thEd.PearsonEdu.                                |
|                    | LevyM&Weitz BW.2004.RetailingManagement.5th Ed.McGrawHill                           |

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| SEMESTER  | THREE | NATURE    | ELECTIVE | L | P | T | C |
| COURSECODE  |       | 19260EJ44 |          | 3 | 0 | 0 | 3 |
| SUBJECTTITLE:NEWTRENDSANDDEVELOPMENTINAGRI-SECTOR   |       |           |          |   |   |   |   |
| Objective:Objective:TofamiliarizestudentswiththeAgriculturalFinancialSystem,MicrofinanceSystemandtoolsandtechniquesused forbettermanagement 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 IntelligenceImparting knowledge of themarketing efficiency and agricultural prices Learn the Markets and Market StructureProvide the platform to the students ofMarketing of Agricultural Inputs.   |       |           |          |   |   |   |   |
| UNITIAgribusinessManagement   |       |           |          |   |   |   |   |
| ConceptofE-agribusiness,Need&importanceofE-agribusiness,DifferentmodelsinE-agribusiness,Microfinancewithspecialreferenceto SHGs.  |       |           |          |   |   |   |   |
| UNITIIGreenhouse/Polyhousetechniques  |       |           |          |   |   |   |   |
| Basic concept of Green house / Polyhouse, Constructing Green House / Polyhouse, DifferentcommerciallyimportanthorticulturalandotherplantsgrowninGreenHouse/Polyhouse,Importance &futurescopeof thetechnique.  |       |           |          |   |   |   |   |
| UNITIIIPlant Tissue cultureBasicconcept,scope& importance of planttissue culture,Fundamental technique followed in tissue culture, Major crop plants exploited in tissue culturetechnique. Biodiesel sector Basic concept of biodiesel, Different crop plants used in biodiesel,Benefitsofbiodieselin comparisontocrudediesel/petrol,Manufacturing biodiesel,Algalbiodiesel.  |       |           |          |   |   |   |   |
| EMPLOYABILITY   |       |           |          |   |   |   |   |
| UNIT IV Managerial aspects in Food Processing Industry Organization of a food processingunit: Different department involved in a food processing company and importance of coordinationin those departments etc. Importance of production, marketing & distribution aspects in foodprocessing sector. Management of Agro Processing Industry Factors to be considered whileestablishingfoodprocessingplantincludinggovernmentnorms&requirements,Actualprocessing ofAgri-produce intofinalproducts,Utilizationof byproductsinagro processingindustry |       |           |          |   |   |   |   |
| UNITVWater Management:<br>Sources of water and water requirement of crops, irrigation water use efficiency Micro-irrigationsystems,economicuseofwaterWaterconservationmeasures,rainwaterharvesting,gullyplug<br>ging,contourbundling,terracing,checkingrun-<br>offwaterWatersheddevelopmentprogrammes,problemsofwatermanagement,water<br>pollutionandstrategiestoovercomethem   |       |           |          |   |   |   |   |

ReferenceBooks

“CommercialAgri-enterprises-StrategyAchievementandFutureprospects”,S.N.Misra,Deep&Deep Pulications, NewDelhi.

IndianAgriculture&Agri-businessmanagement,Dr.SmitaDiwse,KrishiResourceManagementNetwork

B.Misra,G.C.Kar,S.N.Misra,2004,”AgroIndustriesandEconomicDevelopment,Avisionofthe21stCentury”, Deep&Deep PublicationsPvt.Ltd., NewDelhi

DairyTechnology,BySukumar De, TataMCGrewHillsPublication,NewDelhi

Foodbiotechnology,SNTripathy,DominantPublishersandDistributors,NewDelhi

WaterResourcesbyMinistryofAgriculture,Govt.ofIndia

PrinciplesofSoil ConservationandWaterManagementbyH.R.ArakeriandRoyD.