



INVERTIS UNIVERSITY, BAREILLY

SYLLABUS

FOR

Master of Business Administration

**Master Of Business Administration Syllabus As Per Course Structure To Be
Effective From Academic Year 2024+ Onwards**

STATEMENTS OF PEOs, POs AND PSOs

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

PEO 1- PROFESSIONAL DEVELOPMENT

To develop students' capacity to acquire managerial knowledge and apply it professionally within realistic constraints across the industry with ethical responsibility.

PEO 2- DEVELOPING CORE PROFICIENCY

To impart knowledge of Management theory and practice for providing ability to identify, comprehend, analyze, design and formulate solutions for various issues with hands on experience from the industry.

PEO3- MANAGERIAL SKILL ACCOMPLISHMENTS

To develop ability to design, simulate, experiment, analyze, optimize and interpret managerial tools for decision making required for solving complex managerial problems through multidisciplinary concepts and contemporary learning.

PEO4- PROFESSIONALISM

To provide exposure and awareness on importance of soft skills for holistic personality development and development of professional attitude so as to produce industry ready graduates having the highest regard for Personal & Institutional Integrity, Social Responsibility, Teamwork and Continuous Learning.

PEO5- LEARNING ENVIRONMENT

To provide students with an academic environment and make them aware of excellence, develop the urge of discovery, creativity, leadership, and entrepreneurial capability.

STATEMENTS OF POs FACULTY OF MANAGEMENT (MBA)

Program Outcomes (POs)		
PO1	Managerial knowledge	An ability to apply knowledge of management
PO2	Problem analysis	An ability to analyze and interpret problems
PO3	Interpersonal Skills	An ability to utilize interpersonal skills to lead/manage employees in an organizational setting.
PO4	Critical thinking Skills	An ability to demonstrate critical thinking skills.
PO5	Conduct investigations of problems	An ability to identify, formulate, comprehend, analyse, and synthesise information to solve managerial problems and provide valid conclusions.
PO6	Use of Modern tools	An ability to use the contemporary techniques, skills and modern tools necessary for managerial decisions.
PO7	Ethics	Understand the ethical implications of business decision making and recognize ethical dilemmas.
PO8	Individual and teamwork	work skills for business decision making.
PO9	Communication skill	An ability to demonstrate effective communication.
PO10	Project management and finance	An ability to use skills and management principles, develop an ability to work as a member and leader in a team, to manage projects and demonstrate capabilities in new venture creation.
PO11	Holistic Development	Ensuring holistic and sustainable development of students
PO12	Life-long learning	Achieving higher levels of proficiency and self-actualization through pursuing lifelong learning.

L= Lecture, T= Tutorial, P=Practical, EE=End Sem Exam, CA = Continuous Assessment

**After 2nd Semester, students will undergo 6-8 weeks of summer training compulsorily in Public Sector undertakings or Private Sector, known as Hands on Experience. Evaluation will be on the basis of the performance feedback received from the Industry mentor, project report (40 marks) and performance in the Viva (60 marks).

Year-2	Semester-III						
Course Code	Course Title	Course Category	L+T+P	CA	EE	Total	Credit
MBA301	Strategic Management	DSC	4+1+0	30	70	100	4
MBA302	Event Management*	GEC	2+1+2	60	40	100	4
MBA303	Entrepreneurial Development & Innovation	AECC	4+1+0	30	70	100	4
MBA*	Spec. Group 1 Paper 1	DSE	4+1+0	30	70	100	4
MBA*	Spec. Group 1 Paper 2	DSE	4+1+0	30	70	100	4
MBA*	Spec. Group 2 Paper 1	DSE	4+1+0	30	70	100	4
MBA*	Spec. Group 2 Paper 2	DSE	4+1+0	30	70	100	4
MBA396	Hands on Experience Viva**	AECC		40	60	100	4
	Total			280	520	800	32

L= Lecture, T= Tutorial, P=Practical, EE=End Sem Exam, CA = Continuous Assessment

*Event Management being a highly practical subject, student's Organizing capacity evaluation become important. The students will be divided into group of four and these groups are expected to organize at-least one event. Evaluation of the group will be based on the report submitted by the group and viva will be conducted for individual assessment. It is therefore necessary to reduce the weightage of external written examination to 40 marks and event organized assessment to 60 Marks. Out of 60 marks UTs consist of 20 marks and the rest 40 marks will be on viva of students on their event management experience.

MBA* represents **Specialization Papers from Specialization Group**

Year-2	Semester-IV						
Course Code	Course Title	Course Category	L+T+P	CA	EE	Total	Credit
MBA**	Spec. Group 1 Paper 3	DSE	4+1+0	30	70	100	4
MBA**	Spec. Group 1 Paper 4	DSE	4+1+0	30	70	100	4
MBA**	Spec. Group 1 Paper 5	DSE	4+1+0	30	70	100	4
MBA**	Spec. Group 2 Paper 3	DSE	4+1+0	30	70	100	4
MBA**	Spec. Group 2 Paper 4	DSE	4+1+0	30	70	100	4
MBA**	Spec. Group 2 Paper 5	DSE	4+1+0	30	70	100	4
MBA495	Legal Issue In Business	AECC	4+1+0	30	70	100	4
MBA496	Comprehensive Viva	AECC	NA	NA	100	100	4
MBA497	Human Values & Ethics	AECC	2+0+0	15	35	50	2
	Total		NA	225	595	850	34

L= Lecture, T= Tutorial, P=Practical, EE=End Sem Exam, CA = Continuous Assessment

MBA** represents Specialization Papers from Specialization Group

Note: Students are required to choose any two specializations. The first specialization chosen by student will be treated as Spec. Group 1 and second specialization will be treated as Spec. Group 2.

A course on Human Values & Ethics of 2 Credits will be conducted as a compulsory course once during the entire Programme.

Functional Specialization

DISCIPLINE SPECIFIC ELECTIVE - MARKETING (MKTG.)								
Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA316	Marketing Analytics	DSE	4+1+4	30	70	100	4	III
MBA317	Service Management	DSE	4+1+1	30	70	100	4	III
MBA318	Marketing Of Financial Services	DSE	4+1+2	30	70	100	4	III
MBA416	CB AND IMC	DSE	4+1+1	30	70	100	4	IV
MBA417	Rural Marketing	DSE	4+1+2	30	70	100	4	IV
MBA418	International Marketing	DSE	4+1+3	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - HUMAN RESOURCE (HR)								
Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA321	Organizational Diagnosis & Development	DSE	4+1+0	30	70	100	4	III
MBA322	Training & Development And Competency Mapping	DSE	4+1+0	30	70	100	4	III
MBA323	Current Trends & Cases In Human Resource Management	DSE	4+1+1	30	70	100	4	III

MBA421	Employee Welfare And Labour Legislation	DSE	4+1+1	30	70	100	4	IV
MBA422	Strategic Human Resource Management	DSE	4+1+2	30	70	100	4	IV
MBA423	Performance Appraisal And Compensation Management	DSE	4+1+3	30	70	100	4	IV
MBA424	HR Analytics	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - FINANCE (FIN)

Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA311	Tax Planning and Management	DSE	4+1+0	30	70	100	4	III
MBA312	Security Analysis & Portfolio Management	DSE	4+1+0	30	70	100	4	III
MBA313	Technical Analysis Of Financial Markets	DSE	4+1+1	30	70	100	4	III
MBA411	Corporate Restructuring	DSE	4+1+1	30	70	100	4	IV
MBA412	Banking Operations Management	DSE	4+1+2	30	70	100	4	IV
MBA413	Financial Market & Services	DSE	4+1+3	30	70	100	4	IV
MBA414	Mutual Fund	DSE	4+1+4	30	70	100	4	IV
MBA415	Business Valuation And Risk Management	DSE	4+1+5	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - INFORMATION TECHNOLOGY (IT)

Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA336	Business Intelligence And Data Mining	DSE	4+1+0	30	70	100	4	III
MBA337	E-Commerce	DSE	4+1+0	30	70	100	4	III
MBA338	Artificial Intelligence In Business Applications	DSE	4+1+1	30	70	100	4	III
MBA436	Big Data Analytics	DSE	4+1+1	30	70	100	4	IV
MBA437	It Project Management	DSE	4+1+2	30	70	100	4	IV
MBA438	Data Communication And Networking Security	DSE	4+1+3	30	70	100	4	IV
MBA439	Machine Learning & Cognitive Intelligence Using Python	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - INTERNATIONAL BUSINESS (IB)

Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA326	International Business	DSE	4+1+0	30	70	100	4	III
MBA327	Exim Procedure & Documentation	DSE	4+1+0	30	70	100	4	III
MBA328	Global Competitiveness And Strategic Alliances	DSE	4+1+1	30	70	100	4	III
MBA426	International Financial Management	DSE	4+1+1	30	70	100	4	IV
MBA427	Global Business Environment	DSE	4+1+2	30	70	100	4	IV
MBA428	Global Logistics & Supply Chains	DSE	4+1+3	30	70	100	4	IV
MBA429	International Marketing	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - PROJECT MANAGEMENT (PM)

Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA371	Project Formulation And Appraisal	DSE	4+1+0	30	70	100	4	III
MBA372	Construction Planning, Scheduling And Control.	DSE	4+1+0	30	70	100	4	III
MBA471	Construction Personnel Management	DSE	4+1+1	30	70	100	4	IV
MBA472	Construction Project Management	DSE	4+1+2	30	70	100	4	IV
MBA473	Project Safety Management	DSE	4+1+3	30	70	100	4	IV

Sectoral Specialization**DISCIPLINE SPECIFIC ELECTIVE - RETAIL MANAGEMENT (RM)**

Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA341	Retail Science	DSE	4+1+0	30	70	100	4	III
MBA342	Pricing And Branding	DSE	4+1+0	30	70	100	4	III
MBA343	Retail Credit Management- Lending & Recovery	DSE	4+1+1	30	70	100	4	III
MBA441	International Retailing	DSE	4+1+1	30	70	100	4	IV
MBA442	Merchandising And Mall Management	DSE	4+1+2	30	70	100	4	IV
MBA443	Acquiring, Maintaining And Retaining Customer	DSE	4+1+3	30	70	100	4	IV
MBA444	Retail Analytics	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - HEALTHCARE MANAGEMENT (HM)								
Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA351	Hospital Planning	DSE	4+1+0	30	70	100	4	III
MBA352	Medical Terminology And Procedures	DSE	4+1+0	30	70	100	4	III
MBA353	Information Technology In Pharma And Healthcare	DSE	4+1+1	30	70	100	4	III
MBA451	Hospital Administration	DSE	4+1+1	30	70	100	4	IV
MBA452	Laws Related To Hospital And Medical Services	DSE	4+1+2	30	70	100	4	IV
MBA453	Healthcare And Administration Of Clinical And Non-Clinical Services	DSE	4+1+3	30	70	100	4	IV
MBA454	Entrepreneurship In Pharma And Healthcare	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - RURAL AND AGRICULTURE MANAGEMENT (RAM)								
Course Code	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA376	Rural Economy	DSE	4+1+0	30	70	100	4	III
MBA377	Basics Of Rural And Agricultural Marketing	DSE	4+1+0	30	70	100	4	III
MBA378	ICT For Agriculture Management	DSE	4+1+1	30	70	100	4	III
MBA476	Distribution Strategies For Rural And Agricultural Marketing	DSE	4+1+1	30	70	100	4	IV
MBA477	Evolution Of Agricultural Marketing In India	DSE	4+1+2	30	70	100	4	IV
MBA478	Rural And Agricultural Financing	DSE	4+1+3	30	70	100	4	IV
MBA479	Agri – Entrepreneurship	DSE	4+1+4	30	70	100	4	IV

DISCIPLINE SPECIFIC ELECTIVE - HOSPITALITY & TOURISM MANAGEMENT (HTM)								
CourseCode	Course Title	Category	L+T+P	CA	EE	Total	Credit	Semester
MBA331	Introduction To Tourism Industry	DSE	4+1+0	30	70	100	4	III
MBA332	Hospitality And Tourism Planning	DSE	4+1+0	30	70	100	4	III
MBA333	Revenue Management	DSE	4+1+1	30	70	100	4	III
MBA431	Travel Agency And Tour Operators	DSE	4+1+1	30	70	100	4	IV
MBA432	Hospitality Information System	DSE	4+1+2	30	70	100	4	IV
MBA433	Tourist Products Design And Destination Development	DSE	4+1+3	30	70	100	4	IV
MBA434	Strategic Hospitality Management	DSE	4+1+4	30	70	100	4	IV

LIST OF DISCIPLINE SPECIFIC CORE COURSE

SI No	COURSE CATEGORY	COURSE NAME
1	DSC	Management- Micro and Macro
2	DSC	Micro Economics & Economic Planning
3	DSC	Management Science
4	DSC	Identification, addition and delivery of Value
5	DSC	Legal Issues in Business
6	DSC	Strategic Management
7	DSC	Economics of Human Resource
8	DSC	Market Science
9	DSC	Financial Issues
10	DSC	Recording and Analysis of Business Operations

LIST OF SKILL ENHANCEMENT ELECTIVE COURSE

SI No	COURSE CATEGORY	COURSE NAME
1	SEE	Managerial Communication Skills
2	SEE	Digital Marketing
3	SEE	Analytical Ability and Professional Communication
4	SEE	MS-Office Lab
5	SEE	Managerial Communication Lab
6	SEE	R Lab
7	SEE	Written Analysis And Communication Lab

**LIST OF ABILITY ENHANCEMENT
COMPULSORY COURSE**

SI No	COURSE CATEGORY	COURSE NAME
1	AECC	Computing Techniques
2	AECC	Quantitative Skills
3	AECC	Hands on Experience Viva
4	AECC	Comprehensive Viva Voce
5	AECC	Entrepreneurial Development & Innovation
6	AECC	Human Values & Ethics

LIST OF GENERIC ELECTIVE COURSE

SI No	COURSE CATEGORY	COURSE NAME
1	GEC	Event Management
2	GEC	Market Intelligence

LIST OF CROSS CUTTING COMPULSORY COURSE

SI No	COURSE CATEGORY	COURSE NAME
1	CCC	Entrepreneurship Development
2	CCC	Human Values & Ethics

1st Semester

MBA101: MANAGEMENT – MICRO AND MACRO

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12 Marks Teachers Assessment – 6 Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 Marks

Course Objectives:

- *Personal, managerial and organizational preferences and styles achieved through the use of self-assessment instruments, exercises and role plays.*
- *Key managerial skills gained from class preparation, presentations, case studies, and exercises*
- *Personal ability and skills to work collaboratively*

Hours: 40

UNIT I (10 Hrs): Management Skill Pre-Assessment through personal awareness of one's personal values, orientation toward change and interpersonal skill; Management Skills for Everyday Life, Skills required for managerial success – Technical, Human Relation and Conceptual, Understanding Role and responsibilities of Managers at different levels, Challenges of Globalization

UNIT II (10 Hrs): Personal Management Skill-Learning and Analysis through; Individual Aspects: Perceptual Process, Personality Assessment, Attitude and Values, Learning and trust, Emotional Intelligence, Spiritual Quotient and Stress Management, Time Management, Building Social Capital, Emotional Baggage

UNIT III(10 Hrs): Group and Organizational Management Skill-Learning and Analysis through; Group Aspects: Motivation, Leadership, Group Dynamics and Conflict, Organizational Aspects: Power and Politics, Trends in Organizational Change, Model for Managing Change, Managing Cultural Diversity

UNIT IV (10 Hrs): Management Skill Application through; Organizational Management: Planning and Prioritizing, Decision Making, Organisational Structure, Departmentation, Controlling Concept, How Industries Evolve: Principles for Achieving and Sustaining Superior Performance, Societal Management, Managing Cross Border.

Suggested Readings:

1. Management-Stoner, Freeman & Gilbert Jr, PHI
2. Fundamentals of Management: Concepts and Applications-Robbins S.P. and Decenzo David A, PHI
3. Management: A Global and Entrepreneurial Perspective-Wehrich Heinz and Koontz Harold, McGraw Hill
4. Organizational Behaviour -Robbins Stephen P., Pearson Education
5. Organizational Behaviour: Human Behaviour at Work-Newstrom John W., TMH
6. Organizational Behaviour-McShaneL. Steven, Glinow Mary Ann Von, Sharma R.,TMH
7. Organizational Behaviour -Luthans Fred, TMH
8. Organisational Behaviour-Aswathappa K., Himalaya Publishing House

COURSE OUTCOMES of MBA101	
CO1	Understanding the behaviour of individuals and groups in organisations.
CO2	Analyse the behaviour of individuals and groups in organisations.
CO3	Assess the potential effects of organisational-level factors (such as structure, culture and change) on organisational behaviour.
CO4	Critically evaluate the potential effects of important developments in the external environment (such as globalisation and advances in technology) on organisational behaviour.
CO5	Analyse behavioural issues in the context of organisational behaviour theories
CO6	Ability to identify and apply the knowledge of subject practically in real life

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA102: MARKET SCIENCE

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
	Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Course Objectives:

- *Assess market opportunities by analyzing customers, competitors, collaborators, context, and strengths and weaknesses of a company.*
- *Develop effective marketing strategies and skills to achieve organizational objectives.*
- *To apply key marketing terms and concepts to complex business situations.*
- *To utilize a framework for understanding the marketing challenges faced by organizations doing business around the world.*

Hours: 40

UNIT I (8 Hrs): Marketing for 21st Century; Genesis of marketing; Core Marketing Concepts; Marketing Mix elements; Marketing & Customer Value; New Marketing Realities; Breakthrough Marketing; Scanning the marketing environment; Dealing with competition.

UNIT II (10 Hrs): Developing Marketing Strategies and Plans; Conducting Marketing Research and Forecasting Demand; Identifying Market Segments and Targets; Crafting the product positioning; Analysing Consumer markets and Business markets; Setting Product Strategies; Creating Brand Equity.

UNIT III (12 Hrs): Price Vs Value; Developing Pricing Strategies and Programmes; Distribution Vs Convenience; Designing and managing Integrated Marketing Channels- Marketing Channels and Value Network; Managing Retailing, Wholesaling and Logistics.

UNIT IV (10 Hrs): Communicating Value- Designing and Managing Integrated marketing communication; Managing Mass Communications: Advertising, Sales Promotion, PR, Events & Experience; Managing Personal Communications- Direct and Interactive marketing, Personal selling emerging issues in marketing; Tapping in to Global Markets; Social Media Marketing.

SUGGESTED READINGS:

Text Books:

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
2. Marketing Management - Ramaswamy V. S. & Namakumar S, 5/e, McGrawHill Education Publishers, 2015.
3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.
5. Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford. Reference Books:

1. Marketing: An Introduction - Rosalind Masterson & David Pickton, 2/e, Sage Publications, 2010.
2. Marketing Management- Russ Winer, Ravi Bhar 4/e Pearson Education 2015. 3. Managing Marketing, Noel Capon, SidharthShekar Singh, 4/e Wiley 4. Marketing: Lamb, Hair, Mc Dannel, Cengage Learning 2012.

COURSE OUTCOMES DESCRIPTION	
CO1	Understanding <i>general concepts about marketing management and the marketing process.</i>
CO2	Analyse <i>consumer and buyer behaviour models as they influence customer purchase decision-making</i>
CO3	Assessing the <i>concepts of segmentation, targeting and positioning as part of a comprehensive Marketing plan.</i>
CO4	<i>Develop a set of skills important to successful performance in marketing management positions, including critical thinking, working in a group environment, oral and written presentation skills.</i>
CO5	<i>Explain the prospect of the global market and application of digitalization to reach there.</i>
CO6	Apply the knowledge of subject practically in real life situations

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA103: COMPUTING TECHNIQUES

Teaching	Examination Scheme
Scheme Lecture: 2 Hrs/Week Credits: 2	End Semester Exam – 35 Marks

Course Objectives:

- to identify computer hardware and peripheral devices□
- to learn about various internet based applications□
- to accomplish creating basic documents, spreadsheets, presentations and HTML□

Hours: 15

Unit I (04 hours): Conceptual Framework: Hardware: (a) Input devices - keyboard, Mouse, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices- Visual Display Unit, printers, plotter (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

UNIT II (06 Hrs): E-commerce, Smart Card, Debit Card, Credit Card, EDI and its Components, Digital Signature, e-Cash, e-Cheque. Cyber Crime, Social network, E-Mail.

Unit III (05 hours): Communication Technology: Network and Internet: Types of computer networks (LAN, WAN and MAN), Network topologies.

Internet: Netiquettes, Architecture & Functioning of Internet, Basic services over Internet like WWW, FTP, Telnet, Gopher, IP addresses, ISPs, URL, Domain names, Web Browsers, Internet Protocols, Search engines.

Suggested Readings:

1. Using Information Technology Complete Edition-Brian Williams, Stacey Sawyer, TMH
2. Fundamental of Computers-E. Balagurusamy, TMH
3. Computer Fundamentals-Dr. Larry Long- Wiley
4. Computer Fundamentals-Anita Goel, Pearson
5. Microsoft Office professional 2010 step by step –Joan Lambert III, Joyce Cox, Curtis Frye D., Microsoft Press
6. Electronic Commerce : A Manager's Guide– Ravi Kalakota, Andrew B. Whinston, Pearson Education

MBA104: RECORDING AND ANALYSIS OF BUSINESS OPERATIONS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

Hours: 40

- To provide a comprehensive treatment of accounting principles, technique and practices.
- To get the students acquainted with fundamental concepts and processes of accounting.
- To have a basic understanding of significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- To have a brief knowledge about international accounting standards.
- To understand basics of fundamental analysis

Unit I (8 Hrs): Meaning and Scope of Accounting : Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Basic Accounting terminologies, Accounting Equation, Overview to Depreciation (straight line and diminishing method).

Accounting Standards and IFRS : International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Human Resource Accounting, Forensic Accounting.

Unit II (10 Hrs): Mechanics of Accounting : Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance, Preparation of final accounts, Profit & Loss Account, Profit & Loss Appropriation account and Balance Sheet, Excel Application to make Balance sheet, Case studies and Workshops.

Unit III(10 Hrs): Analysis of financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & Banking organizations, Case Study and Workshops in analysing Balance sheet.

Unit IV (12 Hrs): Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

SUGGESTED READINGS:

Text Books:

1. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
2. Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI, 3rd Ed)

3. Ramachandran Kakani- Financial Accounting for Management(TMH ,3rd Edition).
4. PC Tulsian- Financial Accounting (Pearson, 2016)
5. Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).

Reference Books:

1. Narayanswami - Financial Accounting: A Managerial Perspective (PHI,5th Ed)
2. Dhaneshk Khatri- Financial Accounting (TMH,2015)
3. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
4. Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
5. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Understanding the concepts and principles for their routine monetary transaction.</i>
CO2	<i>Analyse the needs of accounting data and demonstrate the ability to communicate</i>
CO3	<i>Recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.</i>
CO4	<i>Prepare financial statements in accordance with Generally Accepted Accounting Principles and its excel application.</i>
CO5	<i>Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.</i>
CO6	Ability to apply the knowledge of subject practically in real life situations

Employable skills	Measuring Tools
Ability to apply excel techniques for Balance Sheet and Profit and Loss Preparation	Exercise + Workshop
Ability to Analyze balance sheet	Exercise
Knowledge about Indian and International Accounting Standards	Presentation

MBA105: MICRO ECONOMICS AND ECONOMIC PLANNING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives: To identify the scope of economics in modern life, demand, supply and determination of price under different market conditions, to appreciate economic growth and taxation system in India.

Hours: 40

UNIT I (10 Hrs): Micro Economics

Scope of Economics in Modern Day World. Law of demand / elasticity of demand. Law of supply. Equilibrium of demand and supply. Production function/ returns of factors and returns to scales / economies of scale.

UNIT II (10 Hrs): Cost Curves and Price Determination

Fixed and variable cost, Marginal cost and Breakeven point. Cost and output relationship both in long run and short run. Concept of market, Market Competition –perfect and imperfect. Price and output determination in different forms of market.

UNIT III (10 Hrs): Public Finance and Banking

Concept of tax - indirect tax and direct tax. Government finance: central, state and local. Latest central government budget/economic survey of India. Fiscal policy. Commercial banks /types/functions. Central banking - functions. Credit control, monetary policy.

UNIT IV (10 Hrs): Economic Development and Planning

Economic growth and economic development. Human development index, inclusive growth. Economic planning – principles and historical perspectives – Indian experience. Consumer price index and Wholesale price index (CPI & WPI).

Suggested Readings:

1. A Textbook of Economic Theory- Alfred William Stonier, D.C Hague, Pearson Education
2. Managerial Economics- Geetika Ghosh, Roy Choudhury, (2nd Edition) TMH.
3. Managerial Economics - G.S. Gupta, Tata McGraw Hills, New Delhi
4. Managerial Economics - Dr.Atmanand, Excel books, New Delhi
5. Indian Economy - S.K. Mishra and V.K. Puri, latest edition, Himalaya publishing
6. Indian Economy - Ashwani Mahajan, Gaurav Datt, latest edition, S. Chand
7. Public Finance - H. L. Bhatia, Recent Edition, Vikas Publication, New Delhi.
8. Economic Survey, RBI Bulletin, GOI for Latest Updates.
9. India 2014 – A Reference Annual by Govt. of India.

COURSE OUTCOMES DESCRIPTION	
CO1	Understanding <i>micro and macro-economic principles and ever changing demand and supply conditions.</i>
CO2	<i>Analyse the tools and techniques to make effective economic decisions</i>
CO3	Ability to appreciate the role of various monetary policy tools in controlling inflation
CO4	Ability to analyse various market structures and demand forecasting
CO5	<i>Employ critical thinking skills to analyze macroeconomic concepts and the volatility in the business world.</i>
CO6	Ability to apply the knowledge of subject practically in real life situations

Employable Skills	Measuring tool
Ability to forecast demand	Exercise + Workshop
Ability to analyse various market structures	Exercise + Workshop
Ability to appreciate the role of various monetary policy tools in controlling inflation	Exercise + Workshop

MBA106: MANAGERIAL COMMUNICATION SKILLS

Teaching Scheme Lecture: 2 Hrs/Week Credits: 2	Examination Scheme End Semester Exam – 50 Marks
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Course Objectives:

- *Able to understand fundamentals of business communication strategies.*
- *Ability to apply the knowledge of subject practically in real life situations*
- *Ability to communicate via electronic mail and other technologies for business messages.*
- *Able to develop the proficiency in Language through reading, writing, listening and speaking.*
- *Analyse basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument*

Hours:20

Syllabus

UNIT 1 - FUNDAMENTALS OF COMMUNICATION

- Introduction to Communication
- Importance of Communication
- Elements of a communication process
- Types of communication
- 7Cs of communication
- Barriers to communication
- Feedback & Significance
- Strategies for effective communication

UNIT 2 - GREETINGS & INTRODUCTION

- Importance of greetings
- Types of greetings
- Etiquette of greetings
- Introduction
- Components of Introduction
- Tips for an effective introduction
- Importance of Introduction

UNIT 3 - VOCABULARY EXPANSION & PRONUNCIATION DEVELOPMENT

- Importance of Vocabulary expansion
- Strategies for Vocabulary expansion
- Resources of vocabulary expansion
- Pronunciation development & importance
- Strategies for pronunciation development
- Exercises for pronunciation development

UNIT 4 - PARTS OF SPEECH

- Noun
- Pronoun
- Verb
- Adverb
- Adjective
- Conjunction
- Preposition
- Articles

UNIT 5 - TENSES & IT'S CLASSIFICATION

- Definition
- Classification of Tenses
- Past, Present, Future

UNIT 6 - INTONATION – RISE & FALL

- Understanding Intonation
- Functions of Intonation
- Types of Intonation patterns
- Significance of rising and falling intonation
- Practical applications of intonation
- Challenges in mastering intonation
- Techniques for improving intonation

Text and Reference Books

1. Bovee & Thill – Business Communication Essentials A Skill – Based Approach to Vital, Business English, Pearson Education.
2. Bisen & Priya – Business Communication, New Age International Publication.
3. Kalkar, Suryavanshi, Sengupta-Business Communication, Orient Blackswan.
4. P D Chaturvedi, Mukesh Chaturvedi - Business Communication : Skill, Concepts And Applications, Pearson Education.
5. Asha Kaul, Business Communication, Prentice Hall of India. Short Stories- O Henry

	COURSE OUTCOMES DESCRIPTION
CO1	Able to understand fundamentals of business communication strategies.
CO2	Analyse basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.
CO3	Able to develop the proficiency in Language through reading, writing, listening and speaking.
CO4	Ability to communicate via electronic mail and other technologies for business messages.
CO5	Able to apply business communication strategies and principles to prepare effective communication for domestic and international business.
CO6	Ability to apply the knowledge of subject practically in real life situations

Employable Skills	Measuring tool
Ability to Understand	Exercise + Workshop

MBA107: QUANTITATIVE SKILLS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- To compute and understand Ratios, Compound interest, Matrix, Derivative, the measures of central tendency, symmetrical and asymmetrical distribution, patterns.
- Performing Correlation & Compute the equation of simple regression line from a sample data and interpret the slope and the intercept of the equation
- To understand the probability concepts and perform probability theoretical distributions
- Use Estimation Theory and Hypothesis Testing concepts & perform various parametric and non-parametric tests.

Hours:50

Unit I (8 Hrs): Ratio & Proportion, Percentage, Simple & Compound Interest, Concepts of Factorial, Permutations & Combinations; Simple Arithmetic and Geometric Progression; Concepts of Mathematical Induction. Introduction to set theory.

Unit II (10 Hrs): Definition and Types of Matrix, Algebra of Matrices, input-output analysis Transpose, Adjoint and Inverse of a Matrix; Determinants, Applications of Matrix in Business Problem. Derivative from first principle, derivative of sum, Product and Quotient of two functions, Basics of Integration, Integration by Parts, Applications of Integration in Business Problem.

Unit III (10 Hrs): Diagrammatic and Graphical presentation of data, Measures of central tendency, Measures of Dispersion, Skewness, Kurtosis. Basic concepts of correlation and regressions, Basic concept of Probability, Bayes' Theorem and its applications. Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions

Unit IV (22 Hrs): Estimation Theory and Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z test, t-test, F-test and Chi-Square test. Association of attributes, Time series, Components of time series and its measurement. Introduction to Index Number.

Suggested Reading:

1. Fundamental of mathematical statistics - V K Kapoor and S C Gupta - Sultan Chand & Sons
2. Fundamental of Statistics (Vol. 1 and Vol. 2) - Goon Gupta and Dasgupta by Calcutta Press

COURSE OUTCOMES DESCRIPTION	
CO1	Able to understand Estimation Theory and to develop understanding of hypothesis testing concepts & perform various parametric and non-parametric tests.
CO2	Able to calculate and interpret Ratio, Arithmetic and Geometric mean, measures of central tendency, symmetrical and asymmetrical distribution, patterns.
CO3	Able to interpret correlation coefficients & Formulate regression line by identifying dependent and independent variables.
CO4	Calculate and interpret statistical values by using statistical tool (correlation & regression)
CO5	Demonstrate an ability to apply various statistical tool to solve business problem
CO6	Ability to identify and apply the knowledge of subject practically in real life situations.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions SPSS AND MS EXCEL

MBA151: MS OFFICE LAB

Teaching Scheme Lecture: 3 Hrs/Week Credits: 2	Examination Scheme End Semester Exam – 65 Marks
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HOURS:40

MS-Word Lab

- Intro to Word and screen layout
- Intro to the Ribbon
- Formatting Text
- Cut, Copy & Paste
- Formatting Paragraphs
- Bullets & Numbering
- Working with Imagery & Graphics
- Intro to Tables
- Advanced Table Option (Manual and Automatic Editing of Tables)
- Use of Tables for figures and footnotes
- Borders & Shading
- Header & Footer
- Mail-merge
- Printing

MS-Excel Lab

Unit1:

- Excel Environment
- Navigating within a Worksheet
- Navigating the Workbook
- Working with Cells
- Selecting items in Excel
- Entering Data
- Importing and Exporting of Data
- Formatting Text
- Formatting Numbers and values
- Formatting Columns and Rows
- Adding and Editing Borders
- Cutting, Copying and Pasting
- Inserting and Deleting
- Using Find and Replace
- Using Undo and Redo
- Entering Basic Formula and Functions
- Using Page Setup
- Headers and Footers
- Printing a Spreadsheet

Unit2:

- Worksheet management – comparing/moving/copying
- Conditional Formatting
- Linking excel data
- Paste Specials
- Freezing/Hiding Rows/Columns
- Absolute Cell Referencing
- Working with Formulas (SumIF, CountIF, CountA)
- Working with Date and Time Functions
- Sorting Data
- Data validation
- Filters & Advanced Filters
- Creating sub-totals
- Introduction to inbuilt functions
- IF and nested IF Functions
- V Lookups & H Lookups
- Creating and formatting Charts
- Pivot Tables **Unit3:**
- Creating Tables in excel
- Advanced formulas and functions
- Database Functions□
- Text Functions□
- Index and Match□
- Advanced List management
- Drawing & Picture objects in Excel
- Solver and Data Analysis tool pack
- What If Analysis
- Scenarios,□
- Data Tables,□
- Goal Seek□
- Spreadsheet Security
- Creating a Macro□
- Inserting a Macro□
- Assigning a macro to a button□
- Forms and Form controls in Excel

MS-Power Point Lab

Unit1:

- Introduction to PowerPoint
- Quick Access Toolbar and Ribbon
- Presentations and Slides
- Formatting & Editing slides

- Formatting & Editing text
- Slide Design
- Drawings & Pictures
- Organisational Charts
- Using Tables and Charts
- Slide transition and animation
- Printing Presentation
- Presenting the Presentation **Unit2:**
- Working with Text Content
- Using Slide Masters and templates
- Creating and managing Tables
- Using Charts in PowerPoint
- Organisation Charts & Smart Art
- Manipulating imagery
- Inserting objects, movies & sounds
- Advanced slide show animation
- Slide show management
- Publishing & Printing a Presentation

Google Docs

PDF

HTML

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Understanding Microsoft office and their application</i>
CO2	<i>Analyse use of application software in business</i>
CO3	<i>Assessing the concepts</i>
CO4	<i>Develop a set of skills</i>
CO5	<i>Explain the prospect of the knowledge</i>
CO6	Apply the knowledge of subject practically in real life situations

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situation	Exercise Workshop

MBA152: MANAGERIAL COMMUNICATION LAB

Teaching Scheme Lecture: 3 Hrs/Week Credits: 1	Examination Scheme End Semester Practical Exam – 15 Marks
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1. To develop the proficiency in Language through reading, writing, listening and speaking
2. To develop the ability to communicate via electronic mail and other technologies for business messages.

Hours:30

UNIT 1 - ART OF NONVERBAL COMMUNICATION

- Importance of non-verbal communication
- Types of non-verbal communication
- Skills for enhancing non-verbal communication

UNIT 2 - ACTIVE LISTENING & FEEDBACK

- Key components of Active listening
- Benefits of Active Listening
- Feedback & types
- Guidelines for giving feedback
- Receiving feedback

UNIT 3 - INTRODUCTION TO PERSONALITY DEVELOPMENT

- Understanding Personality Development
- Importance of Personality Development
- Key aspects of Personality Development
- Strategies for Personality Development
- Challenges in Personality Development
- Role of college in Personality Development

COURSE OUTCOMES DESCRIPTION	
CO1	Able to understand fundamentals of business communication strategies.
CO2	Analyse basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.
CO3	Able to develop the proficiency in Language through reading, writing, listening and speaking.
CO4	Ability to communicate via electronic mail and other technologies for business messages.
CO5	Able to apply business communication strategies and principles to prepare effective communication for domestic and international business.
CO6	Ability to apply the knowledge of subject practically in real life situations

2ND Semester

MBA201: MANAGEMENT SCIENCE

Teaching Scheme	Examination Scheme
Lectures: 3 hrs./Week	Class Test – 6 Marks
	Teachers Assessment – 3 Marks
	Attendance – 6 Marks
Credits: 2	End Semester Exam – 50 Marks

Course Objectives:

- Understand the importance of the use of OR application in decision Making environment□
- To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method.□
- To understand and solve transportation & assignment models.□
- To know optimal sequence model and understand concepts of queuing theory.□
- To identify right time for replacement of equipment and understand project management techniques□

Hours: 30

UNIT 1 (5 Hrs): Introduction– Why Management Science? Application of optimization techniques in practical situations. Models of operation research, Decision theory- under uncertainty and Risk, Decision tree approach.

UNIT II (10 Hrs): LPP Techniques– Formulation of model, Graphical solution, Maximization/Minimization – Simplex Algorithm. Application of Optimization techniques in practical business situations. Sensitivity analysis

Transportation method, Optimization using MODI Method & Stepping Stone Method. Assignment techniques through MS Excel

UNIT III (5 Hrs): Game Theory- Two person zero-sum game, 2×2 and 3×3 , solutions of $2 \times n$, $m \times 2$ and $m \times n$ games.

Queuing models - M/M/1 model with and without limitation of q-size M/G/1, single channel with poisson arrival rate and general service time

UNIT-IV (10 Hrs): Replacement Problem: Replacement of Assets that deteriorate with time with and without consideration of time value of money. Forecasting time series model.

Network Analysis - Rules for drawing network diagram, finding Critical path & application of CPM & PERT Techniques in Project Planning & Control.

Suggested Readings:

1. Quantitative analysis for management by Render B., Stair R.M., Henna M. E., Pearson Education
2. Quantitative Techniques in Management by Vohra, Tata McGraw Hill
3. Quantitative techniques by Kothari, Vikas Publication
4. Operation Research by J.K. Sharma, Pearson
5. Operation Research by Handy A. Taha, Prentice Hall India
6. Quantitative methods for business by Anderson, Sweeney and Williams, Thomson Publications

Course Outcomes: Upon the successful completion of this course, the student will be able to:

	COURSE OUTCOMES DESCRIPTION
CO1	<i>Able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.</i>
CO2	<i>Able to formulate linear programming problem and to find optimal solution by graphical simplex method</i>
CO3	<i>Able to build and solve Transportation Models and Assignment Models also to solve game theory problems by understanding pure and mix strategies.</i>
CO4	<i>Able to assign optimal sequence of difference jobs on different machines and develop understanding of queuing theory concepts.</i>
CO5	<i>Demonstrate an ability to apply various tools in solving business problem</i>
CO6	<i>Ability to implement replacement of equipment's at right time and able to implement project management concepts like CPM, PERT to reduce cost and time.</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA202: Market Intelligence

Course Objectives:

- To acquire skills to locate problem areas in organisational settings, and plan, organise, design, and conduct research to help solve the identified problems.
- To facilitate students in making their own research study.
- To make reader Understand and practice a good standard questionnaire.
- To learn use of statistical analysis in packages available in the market.
- To familiarize research reports; and develop skills and knowledge to prepare research reported in academic and business.

Hours: 40

Unit I (08 Hrs):

Market Intelligence for competitive advantage. Defining market research problem and developing an approach; Problem identification- Translating marketing decision problem in to market research problem; Research design: exploratory, descriptive, and experimental research.

Unit II (14 Hrs):

Measurement & Scaling; questionnaire and form design; Sampling-design & procedures; Fieldwork; Data Preparation- Editing, Coding, Transcribing, Data cleaning, Selecting a data analysis strategy; Frequency distribution; Cross Tabulation; Hypothesis testing; Chi-Square Test-Contingency coefficient, Phi Correlation Coefficient.

Unit III (10Hrs):

Advanced analysis by using IBM SPS; ANOVA & Design of Experiments- Analysis of Variance & Covariance; Explaining association and causation by using Regression and Correlation, Multicollinearity.

Unit IV (08Hrs):

Advanced analysis by using IBM SPSS: Factor Analysis for data reduction-Formulate the problem, Construct the correlation matrix, Factor loading, Interpret factors; Report preparation and project presentations.

Suggested Readings:

1. Marketing Research- A South Asian Perspective by Churchill, Iacobucci, Israel, Cengage Learning, 9e
2. Market Research- An applied orientation by Malhotra N K, Pearson Education, 6e
3. Business Research Methods by Cooper and Schindler, Tata McGraw Hill, 9e
4. Research Methods for Business students by Saunders, Pearson Education, 2e
5. Marketing Research by Nargundkar, Tata McGraw Hill, 2e

Expected Course Outcome:

- Reader can clearly differentiate Research and management problem.
- Students can have confident in making their own research proposal.
- Students would have a strong knowledge in preparing well-structured questionnaire in all respect.
- Students would have not only theoretical/conceptual but also the knowledge in working with statistical packages.
- Reader would get the skill to convert the research into presentable article.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 203 IDENTIFICATION, ADDITION AND DELIVERY OF VALUE

Teaching Scheme Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Examination Scheme Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks
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Course Objective:

- *To understand the role of Operations in overall Business Strategy of the firm.*
- *To understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.*
- *To identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.*
- *To familiarize the students with the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.*

UNIT –I (10 sessions)

Production Concepts: Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.

UNIT –II (8 sessions)

Material and Inventory Management: Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE, Just-in-time (JIT) and KANBAN.

UNIT-III (12 sessions)

Supply Chain Management: Overview of supply chain management, conceptual model of SCM, supply chain drivers, core and reverse supply chain, inbound and outbound logistics, Bullwhip effect in SCM, push and pull systems, lean manufacturing, agile manufacturing, role of IT in SCM. Demand forecasting in supply chain—Simple moving average method, weighted moving average method and exponential smoothing method.

UNIT-IV (10 sessions)

Productivity and Quality: TQM, Deming's 14 principles, Juran's quality trilogy, PDCA cycle, KAIZEN, quality circles, 7QC tools and its 7 new management tools, ISO 9000-2000 clauses, six sigma, Total Productive Maintenance (TPM), 5S.

SUGGESTED READING:

1. Mahadevan: Operation management: Theory and Practice, Pearson India
2. Chary-ProductionandOperationsManagement(TataMcGraw-Hill,1997,9thEdition)
3. Bisen & Singh-Operation & Logistics Management (Excel Books)
4. R.V. Badi & N.V. Badi - Production & Operation Management (Vrinda Publications 3rdEdition)
5. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.)
6. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
7. Adam Jr Everett E. R J – Production and Operations Management (Prentice-Hall, 2000,5th Edition)

Course Outcomes: Upon the successful completion of this course, the student will be able to:

COURSE OUTCOMES DESCRIPTION	
C01	<i>Able to understand the conceptual skills</i>
C02	<i>Able to understanding and application of tools and techniques of operations management in business practices in real time.</i>
C03	<i>Able to develop understanding and application of factors in the design of effective operating systems.</i>
C04	<i>Able to prepare concept of TQM perspectives.</i>
C05	<i>Ability to demonstrate not only theoretical/conceptual but also the knowledge inworking with statistical packages.</i>
C06	<i>Ability to implement skill of material Management and Supply Chain Management.</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in reallife situations	Exercise Workshop Quiz Classroom m Discussions

MBA204: ECONOMICS OF HUMAN RESOURCE

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Course Objectives:

- *To understand the context in which business decisions as they relate to Human Capital Management are made.*
- *To develop levels of analysis applicable to each situation.*
- *To gain a conceptual understanding of approaches to solving workplace difficulties that could otherwise cause the employer to face legal consequences.*

Hours:

40 UNIT I (10Hrs): Understanding HR, Human Capital Index, Focusing on how human resource systems influence customer service, Understanding the economics of effective human-capital processes, Creating overall dynamic human systems. How to achieve organizational change through the human dimension.

Functions of HRM, Human Resource Planning, Job Analysis, People Management Practices. Recruitment- Design a recruitment advertisement for print/e/visual media.

UNITII (10 Hrs): Selection- Design a selection process for two industries. Orientation- Design an orientation program. Training, Types of training, Design a training module, Design training evaluation form.

UNIT III (10 Hrs): Performance Appraisal, Types of Appraisal, Design a performance appraisal module. Compensation- Design an offer letter with components of salary.

UNIT IV (10 Hrs): Industrial Relation- Approaches, Grievance handling procedure- Concept of work committee, Arbitration, Conciliation. Factories Act 1948.

Suggested Readings:

1. Managing Human Resources by Bohlander, Thomson learning Books
2. Human Resource Management-Text and Cases by Ivancevich, Excel Books
3. Human Resource Management, by Beardwell, Macmillan
4. Managing Human Resource by Monappa, Macmillan
5. Human Resource Management by Dessler, Prentice Hall
6. Human Resource Management by Decenzo and Robbins, PHI

Course Outcomes: Upon the successful completion of this course, the student will be able to:

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Able to synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent fo organizational change.</i>
CO2	<i>Able to understand ultimate impact of goals and strategies of the organization on HR</i>
CO3	<i>Able to understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.</i>
CO4	<i>Ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining</i>
CO5	<i>Ability to demonstrate not only theoretical/conceptual but also the knowledge in working with Corporates</i>
CO6	<i>Ability to demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.</i>

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Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real corporate situations	Exercise Workshop Quiz Classroom Discussions

MBA 205: SALES AND DISTRIBUTION

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Course Objectives: Upon completion of this subject, participants should have an ability to:

- Acquaint with the concepts which are helpful in developing and managing sales force and marketing channels to gain competitive advantage.
- Familiarize with the concepts, techniques and the practical aspects of the key decision-making variables in distribution channel management.

Hours: 40

UNIT I (12 Hrs): Introduction to Sales Management & Sales Control: Selling Vs Marketing- the argument continues, Psychology of selling-why people buy, Sales knowledge-customers, products and technologies, SPIN selling, Sales Negotiations, Role of Sales Manager, Time, territory and self-management, Sales Force Automation. Sales Territory: Concept and process of devising sales territories. Sales forecasting and Sales Potential, Sales Forecasting Techniques Sales Budget: Purpose and Procedure Sales Quotas: Concept and types.

UNIT II (08 Hrs): Managing the Sales Force: Concepts of sales force management: Recruitment and Selection of sales personnel. Sales Training: Areas of sales training: Company specific knowledge, product knowledge, industry and market trend knowledge, and customer education.

Compensating and motivating sales force. Routing and scheduling of sales force. Sales audit

UNIT III (10 Hrs): Distribution Channel Strategies: Distribution Channels: Concept, Functions and Types. Distribution channel strategy and features of effective channel design. Channel Conflict: Concept and stages, conflict management International distribution strategy.

UNIT IV (10 Hrs): Logistics and Supply Chain Management: Definition & scope of logistics, Components of logistics. Inventory management decisions: Concept of EOQ, ROP, JIT, online inventory management Out bound Logistics: Transportation decision, location and warehousing decisions Concept and scope of Supply chain management. Components of Supply Chain Management.

Suggested Readings

1. Sales Management: Principle, Process and Practice Donaldson B - (Palgrave) 2008, 3e
2. Sales & Distribution Management, Panda, Sahadev- (Oxford) 2009 (13th impression), 1e
3. Sales Force Management, Spiro - (Tata Mc Graw Hill) 2009, 11e
4. Sales Management: Decisions, Strategies and Cases Still Richard R, Cundiff Edward W. and Govoni Norman A.P - (PHI) 2008, 5e
5. Marketing Channels, Rosenbloom – (Cengage Learning) 2010, 7e
6. Marketing Channels, Coughlan A.T., Stern Louis W., EL-Ansary A.I. and Anderson E - (PHI/Pearson) 2009, 7e
7. Marketing Channels, Churchill, Ford, (TMH) 2009, 9e

COURSE OUTCOMES : After completion of this course, the student will be able to

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Ability to illustrate the fundamentals of Distribution channels, Logistics and Supply Chain Management</i>
<i>CO2</i>	<i>Able to Explain and discuss the general concepts of sales and distribution management.</i>
<i>CO3</i>	<i>Able to Recognise and demonstrate the significant responsibilities of sales person.</i>
<i>CO4</i>	<i>Able to Describe and Formulate strategies to effectively manage company's sales operations.</i>
<i>CO5</i>	<i>Able to evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team</i>
<i>CO6</i>	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA206: FINANCIAL ISSUES

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Course Objectives:

- To gain an understanding on the use of basic business financial management concepts and tools of analysis such as valuation.
- To gain an insight into various types of financing available to a firm.
- To have an understanding of various factors considered in designing the capital structure.
- To acquaint the students about key areas related to investment and Working Capital Management.
- To gain an insight into various techniques of dividend and retention ratio.

Hours: 40

UNIT I (10 Hours): Introduction: Introduction to financial management: objectives of financial management. Time value of money. Long term investment / Capital budgeting decision: Investment evaluation techniques traditional methods and discounted criteria, risk analysis of investment proposal

UNIT II (12 Hours): Capital Structure: Financing and capital structure decisions: Meaning and factors affecting capital structure, cost of capital. Leverage Analysis- operating, financial and combined leverage
Working Capital Management: factors affecting working capital, estimation of working capital requirement, Inventory, cash and receivables management. Dividend decision: Dividend policies and dividend theories

UNIT III (8 Hours): Management Accounting: Management accounting: Definition, differences with Financial Accounting, Introduction to manufacturing costs and its classification, Elements of Cost, Unit costing, Relevant information for decision making, CVP and BEP analysis.

UNIT IV (10 Hours): Financial Decision Making: Decision making areas -special order, addition and deletion of product and services, optimal uses of limited resources, make or buy decisions. Standard costing and Variance analysis regarding materials and Labour.

Suggested Readings:

1. Management Accounting, by Atkinson, Pearson / PHI
2. Management Accounting, by Sudhindra Bhat, Excel Books
3. Management Accounting, by Sharma, Sashi K Gupta Kalyani
4. Financial management, theory and practice, by Prasanna Chandra, TMH.
5. Financial management, by M.Y. Khan and P.K. Jain, TMH.
6. Financial management, by I.M. Pandey, Vikas Publication.

Course Outcome : Upon the successful completion of this course, the student will be able to:

COURSE OUTCOMES DESCRIPTION	
C01	<i>Able to apply techniques to project financial statements for forecasting long-term financial needs.</i>
C02	<i>Able to explain the role of short-term financial management, and the key strategies and techniques used to manage cash, marketable securities, accounts receivable and inventory.</i>
C03	<i>Able to apply future value and present value concepts to single sums, mixed streams, and annuities.</i>
C04	<i>Ability to Identify relevant cash flows for capital budgeting projects and apply various methods to analyze projects.</i>
C05	<i>Able to explain the concept of leverage and the benefits and costs associated with debt financing and Apply techniques of dividend and retention ratio</i>
C06	<i>Ability to apply techniques for estimating the cost of each component of the cost of capital and understand how to assemble this information into a cost of capital and Capital structure</i>

Employable Skills	Measurement tool
Understanding of financial theory to enable students to enhance corporate financing decisions	Case Study
Understanding major techniques used in long term corporate investment management	Excel Analysis
Basic insight about schemes , interest rates of various sources of finance	www.bankrate.com + Newspaper

MBA207: DIGITAL MARKETING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

On successful completion of this Course, the learner will be able to:

- *Explain the role and importance of digital marketing in a rapidly changing business landscape*
- *Discuss the key elements of a digital marketing strategy*
- *Illustrate how the effectiveness of a digital marketing campaign can be measured*
- *Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs*

Hours: 40 Hrs

UNIT I (10 Hrs): Digital Marketing Fundamentals, Website Planning and Structure, Website Design using WordPress CMS

UNIT II (10 Hrs): Facebook Marketing for Business, Google AdWords' and PPC Advertising, YouTube and Video Marketing, E-mail Marketing for Business

UNIT III (10 Hrs): Content Creation and Promotion, Product Marketing (Google Ads, Instagram, Facebook, YouTube etc), Blogging and Bing Advertising, Freemium and Premium Digital Marketing Tools.

UNIT IV (10 Hrs): Lead Generation & marketing automation, GEO Marketing, Social Media Marketing, Optimization & Advertising, Search Engine Optimization (SEO).

Suggested Reading:

- Blanchard O. (2014) *Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization*
- Pulizzi, J. (2013) *Epic Content Marketing*
- *Marketing on Facebook – Best practice guide* (2015) Facebook Marketing Press
- Chaffey, D., & Ellis-Chadwick, F. (2012) *Digital Marketing: Strategy, Implementation and Practice*, 5/E, Pearson
- Tapp, A., & Whitten, I., & Housden, M. (2014) *Principles of Direct, Database and Digital Marketing*, 5/E, Pearson
- Tasner, M. (2015) *Marketing in the Moment: The Digital Marketing Guide to Generating More Sales and Reaching Your Customers First*, 2/E, Pearson

Course Outcomes: *Upon the successful completion of this course, the student will be able to:*

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Develop a digital marketing plan that will address common marketing challenges</i>
<i>CO2</i>	<i>Articulate the value of integrated marketing campaigns across SEO, Paid Search, Social, Mobile, Email, Display Media, Marketing Analytics</i>
<i>CO3</i>	<i>Recognize Key Performance Indicators tied to any digital marketing program</i>
<i>CO4</i>	<i>Improve Return on Investment for any digital marketing program</i>
<i>CO5</i>	<i>Launch a new, or evolve an existing, career path in Digital Marketing</i>
<i>CO6</i>	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA208: Managerial Communication 2

Teaching Scheme Lecture: 3 Credits: 2	Examination Scheme End Semester Exam – 50 Marks
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Course Objectives:

The Professional communication course and Aptitude has been designed for the students with following objectives:

- *To Learn and practice principles essential for good oral and written communication*
- *To Speak, write, and listen with increased confidence and competence*
- *Develop teamwork skills and specific strategies to work effectively in teams*
- *To Plan and conduct information-gathering interviews*
- *To Research, organize, and deliver professional oral presentations □ To teach aptitude required for placement.*

Hours: 30 UNIT 1 - EXCELLENCE IN ENGLISH SPEAKING (8 HOURS)

- Importance of proficient English-speaking skills
- Goals and benefits of improving English speaking
- Overview of key components of effective spoken English
- Techniques for improving pronunciation
- Using synonyms, antonyms, and collocations
- Common grammatical mistakes and how to avoid them
- Practicing through speaking drills and exercises
- Strategies for effective communication
- Techniques for engaging in everyday conversations
- Handling small talk and maintaining conversations
- Differences between formal and informal speaking

UNIT 2 - EXPRESSING OPINIONS AND ARGUMENTS RESPECTFULLY

- Understanding Opinions and Arguments.
- The importance of listening before responding
- Techniques for expressing agreement clearly and positively
- Techniques for expressing disagreement respectfully
- Role-playing scenarios to practice conflict resolution
- Importance of compromise and negotiation

UNIT 3 - PROBLEM SOLVING AND CRITICAL THINKING

- Problem Solving
- Identifying Problems
- Analysing Problems
- Creative Problem-Solving Techniques
- Implementing Solutions
- Decision Making
- Decision-Making Process
- Evaluating Options
- Making Informed Decisions
- Reflecting on Decisions

UNIT 4 - DIGITAL DETOX

- Introduction to Digital Detox
- Identifying signs of digital dependency
- The Impact of Digital Overload
- Assessing Your Digital Usage
- Benefits of Digital Detox
- Mindfulness and Digital Detox
- Planning group activities without digital devices

UNIT 5 - NETWORKING AND BUILDING PROFESSIONAL RELATIONSHIP

- Introduction to Networking
- Types of Networking: Formal vs. Informal
- Networking Goals and Objectives
- Building a Professional Network
- LinkedIn: Profile Optimization and Networking Tips
- Other Platforms: Twitter, Facebook, and Industry-Specific Networks
- Managing Your Online Presence on social networks
- Networking Etiquette
- Respecting Boundaries and Privacy
- Networking Challenges and Solutions
- Overcoming Networking Anxiety
- Strategies for Networking in a Remote or Hybrid Work Environment

Course Outcomes: Upon the successful completion of this course, the student will be able to:

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>CO1</i>	<i>Able to understand importance of communication in the workplace</i>
<i>CO2</i>	<i>Able to analyze factors that contribute to failure or success in professional writing;</i>
<i>CO3</i>	<i>Able to demonstrate the ability to write for different business audiences;.</i>
<i>CO4</i>	<i>Ability to demonstrate the ability to support messages and arguments with relevant research sources;</i>
<i>CO5</i>	<i>Ability to assess the potential effects of organisational-level factors (such as structure, culture and change) on organisational behaviour.</i>
<i>CO6</i>	<i>Critically evaluate the potential effects of important developments in the external environment (such as globalisation and advances in technology) on organisational behaviour.</i>

Reference Books:

1. How to Crack Test of Reasoning - Jaikishan and Premkishan (Arihant Publications)
2. How to prepare Quantitative Aptitude - Arun Sharma (Mcgraw Hills Publication)

MBA251: R LAB

Teaching Scheme	Examination Scheme
Lab Practical: 2 Credits: 2	End Semester practical Exam – 35 Marks

Course objectives:

- The course focuses to bestow hands-on introduction to R programming language.
- To impart basic mathematical operations using R programming language.
- Based on the learned course, the learner will be able to explore R for catered needs of data visualisation.

Hours:25

UNIT I (10 Hrs): What is R and why R?, Libraries in R, Command line versus scripts, Basic mathematical calculations using R, Functions and matrix operations using R, Working with missing data & logical operators. Control structures in R, Use of repetition command in R, Sorting and ordering, Issues related to indexing of a vector, Variables and factors.

UNIT II (15 hrs): Display and formatting of strings -‘paste’ function, ‘cat’ function, splitting, replacement and manipulations with alphabets, matching of an expression in the string. Data set and data frames, importing data files of other software and redirecting output, writing to csv files.

Introduction to statistical functions-Introduction, Frequencies and Partition Values, Graphics and Plots, Central tendency and Variation, Boxplot, Skewness and Kurtosis, Bivariate and three-dimensional plots, Correlation.

Suggested Readings:

1. Introduction to Statistics and Data Analysis-With Exercises, Solutions and Applications by Christian Heumann, Micheal Schomaker and Shalabh, Springer, 2016.
2. The R Software-Fundamentals of Programming and Statistical Analysis-Pierre lafaye de Micheaux, Remy Drouilhet, Benouit Liquet, Springer, 2013.
3. A Beginner’s Guide to R (Use R) by Alain F, Zuur, Elena N. Leno, Erik. H.W.G. Springer, 2009.

Employable skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Lab practical

MBA252: Managerial Communication 2 LAB

Teaching Scheme	Examination Scheme
Lectures: 3 hrs./Week	Class Test – 5 Marks Teachers Assessment – 3 Marks Attendance – 5 Marks End Semester Exam – 15 Marks
Credits: 1	

Hours: 30

UNIT 1 - SITUATIONAL SPEAKING SKILLS

- Spontaneous Speaking
- Techniques for Thinking on Your Feet
- Practicing Spontaneous Speaking
- Speaking on Various Topics
- Group Discussion
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- Participating in a Group Discussion
- Building Consensus
- Handling Conversation in Different Situations

UNIT 2 - PRESENTATION AND PUBLIC SPEAKING

PRESENTATION SKILLS

- Preparing Your Presentation
- Organizing Your Content
- Using Visual Aids
- Practicing Your Presentation

PUBLIC SPEAKING

- Overcoming Stage Fright
- Engaging Your Audience
- Effective Body Language
- Handling Questions and Feedback

UNIT 3 - EMAIL ETIQUETTES AND BUSINESS CORRESPONDENCES

- Introduction to Email Etiquette
- Overview of business correspondence principles
- Structure and Components of a Professional Email
- Clarity and Conciseness
- Professional Language and Grammar in Emails
- Responding to Emails
- Effective Business Correspondence
- Types of business correspondence (e.g., inquiries, requests, confirmations)
- Structuring formal business letters and memos

UNIT 4 - CV PREPARATION AND INTERVIEW ETIQUETTES

- Understanding the Purpose of a CV
- The Role of a CV in the Job Application Process
- Structuring Your CV
- Design and Layout

- Preparation for the Interview
- Researching the Company and Role
- Understanding the Interview Format: One-on-One, Panel, or Group
- Preparing Answers for Common Interview Questions
- Professional Appearance
- Conducting Yourself During the Interview
- Demonstrating Enthusiasm and Confidence
- Ethical Considerations and Professionalism

SUGGESTED READINGS

Infinity E-book	Improve your communication skills by Alan Barker
English grammar & Composition by Wren & Martin	Science of Effective Communication by Ian Tuhovsky

3rd and 4th SEMESTER

MBA301: STRATEGIC MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Course Objectives:

- To expose students to various perspectives and concepts in the field of Strategic Management□
- The course would enable the students to understand the principles of strategy formulation, implementation and control in organizations.□
- To help students develop skills for applying these concepts to the solution of business problems□
- To help students master the analytical tools of strategic management□

Hours:40

UNIT I (5 Hrs): Introduction: Concept of Strategy, Concept of Corporate Strategy, Strategic Management Process, Role of strategists, Impact of Globalization

UNIT II (10 Hrs): Environmental Appraisal: BOD- Role and Functions, Board functioning in Indian Context, Environment Scanning, Industry Analysis, Synthesis of External Factors, External factors Analysis Summary (EFAS), Internal Scanning, Value Chain Analysis, Synthesis of Internal Factors, Internal factors Analysis Summary (IFAS), Case Study 1

UNIT III (15 Hrs): Strategy Formulation, Strategic factors Analysis Summary (SFAS), Business Strategy, Corporate Strategy, Functional Strategy, Strategic Choice, Case Study 2. Blue Ocean Strategy and Fortune at the Bottom of the Pyramid Capability Approach and Strategy

UNIT V (10 Hrs): Strategy Implementation, 7-S framework, Organization Structure, Corporate Culture, Diversification, Mergers and Acquisition, Case Study 3. Evaluation and Control, Strategic Information Systems, Strategic Issues in Small and Medium Enterprises and Non-Profit Organizations

Suggested Reading:

1. Strategic Management Concepts and Cases- F.R. David, Prentice Hall of India
2. Business Policy and Strategic Management, Lawrence R. Jauch, Glueck William F., Frank Brothers & Co
3. Strategic Management- Pearce II John A. and Robinson J.R., Richard B. And Amita Mittal, McGraw Hill
4. Strategic Management and Business Policy- Wheelen Thomas L., Hunger J. David and RangarajanKrish, PHI
5. Cases in Strategic Management- Budhiraja S.B. and Athreya M.B., Tata McGraw Hill
6. Business Policy and Strategic Management- KazmiAzar, Tata McGraw Hill
7. Strategic Management: Concepts and Cases- Thomson and Strickland, TMH

Course Outcomes: After reading this course students will be able to reach the following outcomes:

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>C01</i>	<i>Able to Understand the strategic decisions that organisations make and have an ability to engage in strategic planning.</i>
<i>C02</i>	<i>Able to explain the basic concepts, principles and practices associated with strategy formulation and implementation</i>
<i>C03</i>	<i>Able to integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.</i>
<i>C04</i>	<i>Ability to analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.</i>
<i>C05</i>	<i>Ability to conduct and present a credible business analysis in a team setting.</i>
<i>C06</i>	<i>Critically evaluate to understand the crucially important role that the HRM function plays in the setting and implementation of an organisation's strategy</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real corporate situations	Exercise Workshop Case Study Quiz Classroom Discussions

MBA302: EVENT MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test - 12 Marks Attendance – 8 Marks End Semester Exam – 40 marks Event Organization and Presentation – 40 Marks

Course Objective: The purpose of this subject is to enable the students to acquire a general knowledge about the "event management" and to become familiar with management techniques and strategies required for successful planning, promotion, implementation and evaluation of events.

Hours: 40

UNIT I (15 Hrs): Event Selection - Family, Social, Religious, Professional, Cultural, Associates, National and International. Role of the Event Manager.

Event Proposal Preparation- Develop a mission, Establish Objectives, Preparing event proposal,

Use of planning tools, Quotation Preparation, Budgeting, Cost ascertainment of the Event, Relevant legislations, liquor licenses, trade acts, stake holders and official bodies, contracts

UNIT III (10 Hrs): Event Organization - Purpose, venue, timing, guest list, invitations, food & drink, Stage Management, Concept, theme, Fabrication, equipment, light & sound, guest of honour, speakers, media, photographers, podium, exhibition, Parking, safety and Security, Crowded Management, Protocols, Dress Codes.

UNIT II (10 Hrs): Event Execution – Self or outsourcing, Identification of Venders, Quality control, Pricing, Sponsorship, Major risks and emergency planning, Incident reporting, emergency procedures, Staffing and Coordination

UNIT IV (5 Hrs): Event Closer- Report Back to the Party, Image, Branding, Advertising, Promotional tools, Media tools, Celebrity endorsement, Ministerial/Presidential visits, personal image issues. Breakeven point, cash flow analysis.

Suggested Readings:

1. Successful Event Management by Anton Shone & Bryn Parry, Cengage Learning
2. Event management, an integrated & practical approach by Razaq Raj, Paul Walters &Tahir Rashid, Sage
3. Event management, a professional approach by AshutoshChaturvedi, Global India Publications
4. Event Management by Lynn Van Der Wagen & Brenda R Carlos, Prentice Hall

Course Outcomes: By the end of this course, you should be able to:

COURSE OUTCOMES DESCRIPTION	
C01	<i>Able to obtain a sense of responsibility for the multi-disciplinary nature of event management</i>
C02	<i>Able to gain confidence and enjoyment from involvement in the dynamic industry of event management</i>
C03	<i>Able to identify best practice in the development and delivery of successful conference and corporate gatherings</i>
C04	<i>Ability to identify the key elements of a conference and the processes involved in venue selection, registration, catering, accommodation, transport, theming, security and entertainment</i>
C05	<i>Ability to conduct and present a credible business analysis.</i>
C06	<i>Identify management essentials such as developing budgets, critical paths, work breakdown structures, risk mitigation and contingency planning.</i>

Employable Skills	Measurement tool
Understanding of various Events	Case Study
Organization of Events	Event Conduct
Sharing experiences	Presentation

MBA303: Entrepreneurial Development & Innovation

Teaching Scheme Lectures: 4 hrs/Week Tutorials: 0 hr/Week Credits: 4	Examination Scheme Class Test – 12 Marks Teachers Assessment – 6 Marks Attendance – 12 Marks End Semester Exam – 70 marks
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1. Understanding basic concepts in the area of entrepreneurship.
2. Understanding the role and importance of entrepreneurship for economic development.
3. Developing personal creativity and entrepreneurial initiative.
4. Adopting of the key steps in the elaboration of business idea.
5. Understanding the stages of the entrepreneurial process and the resources needed for the successful development of entrepreneurial ventures.

Detailed Syllabus

Unit-1

Entrepreneurship: Definition of Entrepreneur, Internal and External Factors, Functions of an Entrepreneur, Entrepreneurial motivation and Barriers, Classification of Entrepreneurship, Theory of Entrepreneurship, The entrepreneurial Culture; Stages in entrepreneurial process. Evolution of Entrepreneurship; Development of Entrepreneurship.

Unit-2

Entrepreneurship and environment-Policies governing entrepreneurs, Entrepreneurial Development Programmes (EDP's) - Institutions for - entrepreneurship development, Problems of EDP's.

Unit-3

Entrepreneurial Venture; Idea Generation, Screening and Project Identification, Creative Performance, Feasibility Analysis: Economic, Marketing, Financial and Technical; Project Planning: Evaluation, Monitoring and Control segmentation.

Unit-4

Innovation- Meaning & Importance, Role of Innovation in Entrepreneurship, Types of Innovation, Product Innovation and Process Innovation, Sources of Innovation, Grassroot Innovation and Rural Innovation.

Unit-5

Entrepreneurship in Informal Sector: Rural Entrepreneurship – Entrepreneurship in Sectors like Agriculture, Tourism, Health Care, Transport & Allied Services.

Text and Reference Books-

1. Entrepreneurship: New Venture Creation, Holt; Prentice-Hall, 1998
2. Entrepreneurship, Dollinger M J; Prentice-Hall, 1999
3. Entrepreneurship, Hisrich; McGraw-Hill Higher Education, 7th edition
4. Dynamics of Entrepreneurship Development, Vasant Desai Himalaya Publications, 11th edition.

COURSE

OUTCOMES:

1. Appreciate the importance of embarking on self-employment and has developed the confidence and personal skills for the same.
2. Identify business opportunities in chosen sector / sub-sector and plan and market and sell products / services.
3. Consider the legal and financial conditions for starting a business venture.
4. Specify the basic performance indicators of entrepreneurial activity.

FINANCE SPECIALIZATION

MBA311: TAX PLANNING AND MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- To acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices.
- To give an understanding of the relevant provisions of Direct Tax Code.
- To introduce practical aspects of tax planning as an important managerial decision-making process.
- Expose the participants to real life situations involving taxation and to equip them with techniques for taking tax-sensitive decisions.

Hours:40

UNIT I (06 Hrs): Introduction: Important definitions in Income tax act 1961, Basis of charge: Rates of Taxes applicable for different types of assesses, Concept of Assessment Year and Previous Year, Residential status and tax liability. Nature and Scope of Tax Planning, Tax Avoidance & Tax Evasion

UNIT II (16 Hrs): Individual tax assessment: Tax on Individual Income – Computation of tax under the heads of Salaries, Income from House Property, Profits & Gains of Business, Capital Gains & Income from Other Sources.

UNIT III (10 Hrs): TDS: Carry forward and set off losses, clubbing of income, Deductions u/s 80. Computation of income and tax liability of individuals, Tax deduction at source; Advance payment of Tax; Assessment procedures; Tax Administration: Authorities, appeals, penalties.

UNIT IV (8 Hrs.): Indirect Taxes: Concept of Indirect Taxes- Concept and features of Indirect Tax laws. **Goods and Service tax laws:** An Introduction including constitutional aspects, levy and collection of CGST and IGST- application of CGST/IGST law, concept of supply, charge of tax, exemption from tax, Input tax credit, registration and returns.

Suggested Readings:

1. Singhanian, Vinod K. and Monica Singhanian. Students' Guide to Income Tax, Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta. Systematic Approach to Taxation, Bharat Law House, Delhi.
3. V.S. Datey. *Indirect Tax Law and practice*, Taxmann Publications Pvt. Ltd., Delhi
4. Dr. Sanjeev Kumar. *Systematic Approach to Indirect Taxes*, Latest edition.
5. Pagare, Dinkar. *Law and Practice of Income Tax*. Sultan Chand and Sons, New Delhi.

Journals

1. Income Tax Reports. Company Law Institute of India Pvt. Ltd., Chennai.
2. Taxman. Taxman Allied Services Pvt. Ltd., New Delhi.

Course Outcomes: By the end of this course, you should be able to:

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>C01</i>	Able to ILLUSTRATE how online filling of various forms and returns can be done
<i>C02</i>	<i>Able to explain different types of incomes and their taxability and expenses and their deductibility.</i>
<i>C03</i>	CALCULATE Gross Total Income and Income Tax Liability of an individual assesses.
<i>C04</i>	<i>Ability to learn various direct and indirect taxes and their implication in practical situations.</i>
<i>C05</i>	ANALYZE and DISCOVER intrinsic value of a security.
<i>C06</i>	DESIGN/ DEVELOP / CREATE tax saving plan.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 312: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Course Objective

- *To providing an in-depth knowledge of the theory and practice of portfolio management.*
- *To understand Important theories, techniques, regulations and certain advancements in investment*

HOURS: 40

UNIT I (6 Hours): Nature and scope of investment decision, Investment & speculation, type of investment, investment opportunities, Risk & Return in Investment, risk return trade off; Investment process

UNIT II (12 Hours): Equity Analysis & Valuation: General valuation framework, Time value of money, discounting & compounding, valuation of equity & preference shares different models, equity analysis, Risk and Return (mean variance criterion, Single Index Model), Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis & its implications to investors.

UNIT III (12 Hours): Valuation of Bonds, Mutual Funds and Financial Derivatives Bond Analysis Bonds: Characteristics, valuation, risk & return, Bond Price & interest rate relationship, bond theorems, Bond duration and immunization,

Valuation of derivatives- Meaning and definition of derivatives, valuation and pricing of Future, valuation of option using Binomial and Black Scholes model. Valuation of Mutual fund- Types of mutual fund, various mutual fund schemes and calculation of NAV and Expense ratio

UNIT IV (10 Hours): Portfolio Management: Nature and Scope, Traditional Vs Modern Portfolio Management, Portfolio Risk and Return –Diversification & Portfolio Risk, Portfolio Analysis, Portfolio Selection and Portfolio Theories – Markowitz Model and Capital Assets Pricing Model. Portfolio Revision and Performance Evaluation of Managed Portfolios-Sharp Ratio; Treynor Ratio; Jensen's Alpha.

Suggested Readings:

1. Sudhindra Bhat, Security Analysis And Portfolio Management, Excel Books
2. Fischer And Jordan; Security Analysis And Portfolio Management; Prentice-Hall
3. Prasanna Chandra; Investment Analysis And Portfolio Management; McGraw-Hill
4. Alexander & Bailey, Fundamentals Of Investments, PHI
5. Portfolio Management, Kevin, PHI

Course Outcomes: At the end of this course students should be able to:

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Able to Analyse and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behaviour.</i>
<i>CO2</i>	<i>Able to Construct optimal portfolios and illustrate the theory and empirical applications of asset- pricing models.</i>
<i>CO3</i>	<i>Able to Explain macro and industry analysis, equity valuation, financial statement analysis and technical analysis.</i>
<i>CO4</i>	<i>Ability to Analyse bond prices and yields and fixed-income portfolios.</i>
<i>CO5</i>	<i>Ability to Explain what options and futures are and their use as hedging instruments.</i>
<i>CO6</i>	<i>Able to Characterize the implications of the market efficiency evidence on active portfolio</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA313: TECHNICAL ANALYSIS OF FINANCIAL MARKETS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Course Objective

- The main objective of this program is to open new dimensions to forecasting by understanding the price movements with scientific principles & a plethora of tools & techniques making forecasting a logical process

Hours:45 hrs

UNIT I (10 Hrs): Introduction about Technical Analysis; What is technical analysis? The basis of technical analysis, Difference between technical vs fundamental analysis.

Type of Charts: Introduction about chart, The various types of price charts: Line chart, Bar chart, Candlestick chart, Kagi chart, Point & Figure chart, Renko chart, Three Line Break chart
Trend lines: What is the purpose of drawing trend lines? How to plot trend lines?

UNIT II(15 Hrs): Candlestick study; One candlestick pattern: Doji, Hammer / Hanging Man, Inverted Hammer / Shooting Star, Spinning Top, Marubozu; **Double candlestick pattern:** Bullish /Bearish Engulf, Bullish /Bearish Harami, Piercing pattern /Dark cloud cover, Tweezer Top & Bottom; **Triple candlestick pattern:** Morning star /Evening star, Three white shoulders / Three black crows, Abandoned body (Bullish & Bearish), Tasuki Gap (Bullish & Bearish)

Five candlestick pattern: Rising three methods & falling three methods; **Support & Resistance:** What is Support? What is Resistance? Change of support to resistance and viceversa

Charts patterns and their study: Four stages: Accumulation, Mark-up, Distribution and Panic liquidation; Chart patterns: Head & Shoulder, Inverted Head & Shoulder, Double top / bottom, Flag & Pennant, Symmetrical, Ascending, Descending Triangles, Wedge Patterns, Rounding top / bottom, Cup & Handle, Rectangles Bullish / Bearish, Triple top / bottom

UNIT III(10 Hrs): Gaps & Gaps Analysis; Types of Gaps: Common gap, Breakaway gap, Runaway gap, Exhaustion gap, Island cluster; **Oscillators & indicators;** What does a technical indicator offer? Why use indicators? Types of indicators: Leading indicator, Lagging indicator
Moving averages: Simple moving average (SMA), Exponential moving average (EMA), How to trade on moving averages; **MACD:** What is the MACD and how is it calculated? How to trade on MACD; **RSI:** What is momentum? Calculation of the RSI, Divergence, How to trade on RSI

UNIT IV(10 Hrs): On Balance Volume Overview; Calculation of OBV, How to trade on OBV
Stochastic Overview, Construction, How to trade on stochastic; **William %R Overview,** Signals, How to trade on William %R; **Bollinger bands:** Few rules for beginners, How to trade on bb, How to use

multiple indicator; **Money Flow Index** Overview, How to trade on **MFI Trading strategy**; **The Dow Theory**, Background, Principal rule of the Dow theory; **Elliot Waves theory**, Elliot wave basics, How to trade on Elliot waves; **Fibonacci Sequence**, How to trade on Fibonacci retracement, How to trade on Fibonacci extension; **Trading psychology and how to manage the risk**

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>C01</i>	Able To understand trends and turning points.
<i>C02</i>	Able to develop self-trading platform by using a set of indicators.
<i>C03</i>	Understanding charts and their patterns for buy-sell decisions.
<i>C04</i>	Learn all candles, patterns and indicators and many more
<i>C05</i>	Able to use of techniques for successful intra-day and short term trading
<i>C06</i>	Learn how to generate calls in all segments either it is equity, commodity or currency.

MBA411: CORPORATE RESTRUCTURING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objective:

- The course would start with cost management issues- making students aware that cost consciousness is vital to sustain profitability.
- It would discuss several value creating strategies- creating shareholder value to unlocking shareholder value.
- Finally, we would study the linkage between employee performance and corporate objective- how employees can be motivated to act as owners.

Hours: 40

UNIT I (6 Hrs):

Corporate Restructuring and today's dynamic world, Need, Scope and Modes of Restructuring, Historical Background, Emerging Trends, Planning, Formulation and Execution of Various Corporate Restructuring Strategies - Mergers, Acquisitions, Takeovers, Disinvestments and Strategic Alliances, Demerger and Hiving off, Expanding Role of Professionals.

UNIT II(12 Hrs):

Legal, Procedural, Economic, Accounting, Taxation and Financial Aspects of Mergers and Amalgamations, Merger Aspects under Competition Law, Amalgamation of Banking Companies and Government Companies, Cross Border Acquisition and Merger.

Corporate Demerger and Reverse Merger, Modes of Demerger, Tax Aspects and Reliefs Disclosure and open offer Requirements, Bail Out Takeovers and Takeover of sick units,, Takeover Defences, Cross Border Takeovers.

UNIT III(10 Hrs):

Funding of Merger and Takeover, Financial Alternatives; Merits and Demerits, Funding through various Types of Financial Instruments including Equity and Preference Shares, Debentures, Securities with Differential Rights, Swaps, Stock Options; ECBs, Funding through Financial

Institutions and Banks, Rehabilitation Finance, Management Buyouts/Leveraged Buyouts, Factors involved in Post-Merger Reorganization, Integration of Businesses and Operations, Assessing Accomplishment of Post -Merger.

UNIT IV (12 Hrs):

Approaches to Valuation & Identifying Value Drivers, Estimating the discount rates, Growth rates and Cash flow, dividend discount model , FCFE Model,

Valuation Techniques-• Historical Earnings Valuation, Asset Based Valuation, Market Based Valuation.

Valuations for Different Strategies: Merger & Acquisition, Demerger, Slump Sale, Liquidation and Corporate Insolvency, Internal & External Restructuring, Valuation of Intangibles, Valuation of Securities.

Suggested Readings:

1. Guide to Companies Act, A.Ramaiya, LexisNexis Butterworths, Wadhwa, Nagpur
2. Guide to Company Law Procedures, M.C. Bhandari, LexisNexis Butterworths Wadhwa Nagpur
3. ICSI, Handbook on Mergers Amalgamations and takeovers.
4. Mergers/Amalgamations, Takeovers, Joint Ventures, LLPs and Corporate Restructure, K. R. Sampath, Snow White Publications
5. S. Ramanujam, Mergers et. al., Lexis Nexis Butter worths wadhwa Nagpur
6. Mergers and Acquisitions Strategy, Valuation and Integration Ray, , PHI Course

Outcomes: At the end of this course students should be able to:

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Able To know current theory and knowledge in the field of finance</i>
CO2	<i>Able To master valuation techniques and skills to deal with financial data</i>
CO3	<i>Able To develop the ability to apply theory and analytical skills in finance to real-world financial decisions</i>
CO4	<i>Ability to Analyze bond prices and yields and fixed-income portfolios.</i>
CO5	<i>Able to develop global and regional outlook re- grading corporate investment strategy</i>
CO6	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 412: BANKING OPERATIONS MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Objective: To enable the students to get acquainted with banking procedures and operations necessary for running business enterprise.

UNIT – I (10 Hours): *Indian Banking system- central Banking in India* - Functions of the Central Bank, Central Bank and the Indian financial System, Prudential Norms of RBI, Banking Sector reforms, Objectives, Functions & Organisational setup of Banks , Concept of Universal banking, development bank and Investment bank

UNIT – II (10 Hours): *Operational Aspect of commercial banks in India*- Relationship between Banker and customers, Types of customer a/c, Permitted activities of Commercial Banks in India ,Cheques, Endorsement, Presentment, Dishonour, Rights and liabilities of Paying and collecting Banker, Employment of funds by Commercial Banks, Types of securities, mode of creating charge, Bank guarantees, ,Opening of accounts for various types of customers, Principles of Lending, Credit management, Credit monitoring, NPA management

UNIT – III (10 Hours): Different types of documents - Documentation procedure, Stamping of documents, securities - different modes of charging - types of collaterals and their characteristics - Priority sector lending - targets, issues, problems - Financial Inclusion. Agriculture / SMEs / SHGs / SSI /Tiny sector financing - New products and services, Credit cards / Home loans /personal loans / consumer loans - Ancillary Services - Remittances, Safe Deposit Lockers etc.

UNIT – IV (10 Hours): Changing Patterns in Banking Operations: Core Banking, Electronic products – Electronic payment system, Mobile Banking, Internet Banking, Electronic fund transfer system: RTGS, NEFT & SWIFT, Merchandise banking, Credit cards and ECS, Global developments in banking technology, Computer audit, Banking security system, Consolidation of Banking, Financial inclusion

Suggested Readings:

1. Banking Law & Practice, by P.N. Varshney.
2. Banking Operations Management by Bimal Jaiswal
3. Banking Theory & Practice by M.L.Jhinghan
4. Practice & Law of Banking, by H.R. Suneja.
5. Practice & Law of Banking, by H.C. Agrawal.
6. Commercial Banking Vol. I & II, by Indian Institute of Bankers.

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	RECALL the structure and components of Indian financial system through banking operations & Financial Markets.
<i>CO2</i>	UNDERSTAND the concepts of financial markets, their working and importance.
<i>CO3</i>	ILLUSTRATE the working and contribution of Banks and NBFCs to the Indian Economy.
<i>CO4</i>	ANALYZE the linkages in the Financial Markets.
<i>CO5</i>	EXPLAIN the various banking and accounting transactions.
<i>CO6</i>	DEVELOP necessary competencies expected of a finance professional.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 413: FINANCIAL MARKET & SERVICES

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Objective: This subject is to give the students an insight into the principles, operational policies and practices of the prominent Financial Markets and Institutions, their structure and functioning in the changing economic scenario, and to make critical appraisal of the working of stock exchanges in India.

HOURS: 40

UNIT I(8 Hours): An overview of the Indian Financial Systems- The constituents of a Financial System Markets, Financial Market as a part of Financial System. Money Market-its components, instruments and Intermediaries, Capital Market – its components, instruments and Intermediaries

UNIT II(12 Hours): Management of Public offer- Market of new issues –Public Offer, Private Placement Rights Issue, Initial Public Offer (IPO), Book Building through Online IPO; ASBA, Eligibility to issue securities, Pricing of Issues- Fixed versus Book Building issues, Allotment of Shares-Basis of Allotment, Recent trends in public issues

UNIT III(10 Hours): Stock Exchange operation: Concept, characteristics and functions of secondary market- Types of stock exchange, different segments at stock exchange, trading mechanism at stock exchange, clearing and settlement process. Stock Market indices- Meaning, Purpose, and Consideration in developing index, Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method

UNIT IV(10 hours): Financial Services and Non Depository Institutions: Various fund based and fee based financial services- Leasing, Hire purchase, Factoring, Forfaiting, Merchant Banking, Credit rating, Custodial services etc. Mutual Funds: Types of mutual funds schemes, ETFs, hedge funds, venture capital funds, private equity funds and regulation.

Suggested Readings:

1. Kohn Meir, *Financial Institutions and Markets*, Oxford University Press.
2. Madura Jeff, *Financial Markets and Institutions*, South Western Cengage Learning.
3. Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education India.
4. Financial Institutions and Markets, Bhole LM, Tata Mc Graw Hill, 2008
5. Indian Financial System, Khan M Y., Tata Mc Graw Hill, 2009
6. Management of Indian Financial Institutions, Srivastava, R M ., Himalaya Publishing House, Mumbai, 2005
7. Investments and Securities Markets in India, Avadhani V A., Himalaya Publishing House, 2004
8. Development Banking in India and Abroad, Srinivasan NP and Saravanavel, P., Kalyani Publications, Ludhiyana, 2001

COURSE OUTCOMES : After completion of this course, the student will be able to

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>CO1</i>	Ability to understand the role and function of the financial system in reference to the macro economy
<i>CO2</i>	<i>Able to demonstrate an awareness of the current structure and regulation of the Indian financial services sector</i>
<i>CO3</i>	<i>Able to evaluate and create strategies to promote financial products and services.</i>
<i>CO4</i>	<i>Ability to operational policies and practices of the prominent Financial Markets and Institutions</i>
<i>CO5</i>	Ability to mitigate and manage the credit risk as a professional risk manager
<i>CO6</i>	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA414: MUTUAL FUND

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

Mutual funds can play an important role in Indian Economy. The course aims to help the students in:

1. *Analyze the development of Mutual funds*
2. *Understanding the extent to which Investors are Protected*
3. *Analyze the Mutual fund Regulation*
4. *Know the recent developments in Mutual fund Industry*

HOURS:40

UNIT I (10 Hrs): Mutual Fund Structures; Fund of Funds, Exchange Traded Funds, Real Estate Mutual Funds, Venture Capital Funds, Private Equity Funds, International funds
Legal and Regulatory Environment of Mutual Funds; Regulatory Framework for Real Estate Mutual Funds, Investment Norms for Mutual Funds, SEBI Norms for Mutual Funds' investment in Derivatives, SEBI norms with respect to change in controlling interest of an AMC, Changes in Mutual Fund Schemes; Fund Distribution and Sales Practices, Internet and Mobile Technologies, Stock Exchanges

UNIT II (10 Hrs): Investment and Risk Management: Fundamental Analysis, Technical Analysis,
Quantitative Analysis, Debt Investment Management, Issues for a Debt Fund Manager, Derivatives, Application of Derivatives
Valuation of Schemes: Equities, Debt, Non-Performing Assets and Provisioning for NPAs, Gold, Real Estate, Accounting; Net Asset Value, Investor Transactions, Distributable Reserves, Unique Aspects of Real Estate Schemes Accounting

UNIT III(10 Hrs): Taxation; Taxes for AMCs: Securities Transaction Tax and Income Distribution Tax, Taxes for Investors: Securities Transaction Tax, Taxes on Dividend, Capital Gains, Set-off, and Carry Forward of Losses, Dividend Stripping and Bonus Stripping.
Investor Services; New Fund Offer, Open-end Fund, Closed-end Fund, Exchange Traded Fund, Nomination and Pledge

UNIT IV (10 Hrs): Scheme Evaluation; Measures of Return, Measures of Risk, Benchmarks and Relative Returns, Risk-adjusted Returns, Limitations of Quantitative Evaluation
Asset Classes and Alternate Investment Products: Historical Returns, Perspectives on Asset Class Returns, Alternative Investment Products
Cases in Financial Planning, Practical Aspects of Financial Planning (cases/examples)
Ethics and Investor Protection, Safeguards in Mutual Fund Structure, Regulatory Steps for Protecting Investors Against Fraud

MBA415 : BUSINESS VALUATION AND RISK MANAGEMENT

Teaching Scheme Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Max Hours: 50 Credits: 4	Examination Scheme Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks
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Course Objective:

- The objective of the Business Valuation is to equip students with the knowledge.
- Tools to assess the intrinsic value of businesses and also analyze the Annual Reports.
- The objective of this course is to acquaint the students with the risk management process.
- To expose the students to various tools and techniques of risk management.

Hours: 50

UNIT I (10 Hrs) : Fundamentals of Business Valuation - Risk and Return, Financial Statement Analysis (Ratio Analysis , Cash Flow Analysis , Income Statement Analysis) Market Value and Enterprise Value, Reading Annual Reports.

UNIT II (10 Hrs): Business Valuation Methods and Approaches - Discounted Cash Flow Analysis (DCF), Comparable Transactions Method, Comparable Market Multiples Method, Market Valuation, Economic Value Added Approach, Free Cash Flow to Equity, Dividend Discount Model, Net Asset Valuation, Relative Valuation.

UNIT III (10 Hrs): The concept of Risk- Nature- Need and scope of risk. Source- measurement- identification and evaluation of Risk. Types of risk–Credit, Market, operational risk, Possible Risk events - Risk Indicators.. Risk management approaches and methods, Value at risk (VaR).

UNIT IV (20 Hrs): Forwards, Future, Swaps & Options - Definition- features and pay-off profile of Forward contract, Limitations of Forward contract, Clearing house- margin requirements- marking to the market, Valuation of Futures contract, Differences between forward contracts and futures contracts. Introduction to types of swaps like Simple Plain Swaps, Interest rate swaps, currency swaps. Types - call option- put option- American option and European option. Options- in the money-at the money and out of the money. Option premium- intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. Introduction to Greeks, Black & Scholes option pricing model (BSOPM): assumptions.

Course Outcomes: By the end of this course, you should be able to:

	COURSE OUTCOMES DESCRIPTION
CO1	Analyze and interpret financial statements to extract critical data for valuation purposes.
CO2	Gain knowledge of various valuation methods such as Discounted Cash Flow (DCF), Market Multiples, and Asset-Based Valuation.
CO3	Develop the ability to identify potential risks and evaluate their likelihood and impact using qualitative and quantitative methods.
CO4	Develop the ability to identify, assess, and measure financial, operational, and market risks affecting businesses.
CO5	Understand and implement strategies like derivatives, forward contracts, and options to mitigate risks.
CO6	Equip students with the skills required for roles in investment banking, corporate finance, consulting, and risk management.

Suggested Readings:

1. Damodaran A. Damodaran on Valuation, Security Analysis for investment and Corporate Finance (2nd ed.). Wiley India Pvt. Ltd.
2. Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd.
3. Dun and Bradstreet, Financial Risk Management, Tata Mc Graw hill.
4. John C. Hull Sankarshan Basu, Options, Futures and Other Derivatives, Pearson Education.
5. Paul Hopkins, Kogan Page, Fundamentals of Risk Management, Institute of Risk Management.

MARKETING SPECIALIZATION

MBA316: MARKETING ANALYTICS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Hours:40

UNIT I(10 Hrs): Segmentation Analytics: Market Segmentation Variables, Market Segmentation Types, Marketing Data Landscape, Data for Segmentation, Analytics for Need Based Segmentation - Voice of the Customer, Managing “Voice of the Customer” Data, Customer Co-Creation, RFM Analysis, Life Cycle Segmentation, Cross Tabulation Segmentation, Regression based segmentation, Clustering, Conjoint Analysis Segmentation, The Cluster Analysis + Discriminant Analysis Approach

UNIT II(10 Hrs): Approaches to Choosing Target Segment/s: Rationale for Segment Targeting, Analytics for Perceptual Mapping and Product Positioning, Product Positioning, Multi Dimensional Scaling (MDS) and Factor Analysis, Relevance of Mapping for Product Positioning, Preference Mapping, Incorporating Preferences in Perceptual Mapping. Analytics for Product/Service Design: The Relevance of Trade-off Approaches, Conjoint Analysis, Approaches to Conjoint Analysis, Interpreting Conjoint Results, Optimizing Design using Conjoint Results.

UNIT III(10 Hrs): Analytics for Tracking Customer Growth: Rationale for Customer Analytics, Customer acquisition cost, Customer Churn, Customer Attrition models, Customer lifetime value, Net promoter score, Calculating the number of new customers, Calculating average customer age & Days to convert, Calculating customer acquisition cost & Average purchases, Calculating touch points & Lead conversion, Analysing age demographics, First contact with customer, Customer satisfaction, Understanding customer engagement, Diffusion Models - The Bass Model.

UNIT IV(10 Hrs): Modelling New Marketing Initiatives: Introduction to modelling, Evaluating new ad channels, Modelling tips and best practices, Projecting ad revenue, Projecting organic follower revenue, Projecting expenses, Calculating net profit and breakeven, Understanding ROI, Calculating returns, Creating a single-variable sensitivity table, Creating a multi-variable sensitivity table. (5+1)

Suggested Text Books:

1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston
2. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger

3. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Mike Grigsby
4. Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Paul Farris, Rajkumar Venkatesan, and Ronald T. Wilcox

Course outcomes: On successful completion of the course the learner will be able to

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>C01</i>	DESCRIBE the use of Voice of the Customer data in making data driven marketing decisions
<i>C02</i>	DEMONSTRATE an understanding of utility theory to measure customer preferences and choices.
<i>C03</i>	IDENTIFY what customers' value in a product, and assess what they are willing to pay for it.
<i>C04</i>	ILLUSTRATE the use of various tools and frameworks to solve strategic marketing problems using marketing data.
<i>C05</i>	DETERMINE the most effective target markets.
<i>C06</i>	DESIGN a study that incorporates the key tools of Marketing Analytics.

MBA 317: SERVICE MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks
Credits: 4	

Course Objectives: Upon completion of this subject, participants should have an ability to:

- Assess market opportunities in service organizations by analyzing their customers, competitors, collaborators, context, and strengths and weaknesses.
- Develop effective marketing strategies and skills to achieve organizational objectives in service marketing setup.
- To apply key service marketing terms and concepts in apply them in complex business situations.
- To utilize a framework for understanding the marketing challenges faced by service organizations doing business around the world.

UNIT I (10 Hrs): Understanding Service markets, products and customers; Augmented service marketing mix; New perspectives on marketing in service economy; Customer Behaviour in Service encounters, Understanding customer expectations and perceptions of Services; Customer Satisfaction & Service Quality, Service Quality Models.

UNIT II (10 Hrs): Segmenting, Targeting and Positioning Services in competitive market; Developing service concepts: core & supplementary elements; Service accessibility through physical and electronic channels; Service pricing and revenue management; Educating and engaging customers and promoting the value proposition.

UNIT III (10 Hrs): Designing and managing the customer interface: Service process, Service Encounter and Service Blue Print; Balancing Demand and capacity; Service Recovery and customer feedback; Crafting the service environment; Managing People for Service Advantage.

UNIT IV (10 Hrs): Managing Relationships and building Loyalty; Customer Profitability and Lifetime value; Service Leadership; Services in Global Perspective, Principal Driving Force in Global Marketing of Services, Key Decisions in Global Marketing.

Suggested Readings:

1. Services Marketing-Integrated Customer focus across the firm Zeithaml - (Tata Mc Graw Hill) 2004, 3e
2. Services Marketing: People, Technology and Strategy Love lock Christopher - (Pearson Education) 2009, 5e

3. Services Marketing, Rama Mohana Rao - (Person Education) 2009, 1e
4. Services Marketing, Govind Apte - (Oxford University Press) 2010, 1e (13th Impression)
5. Services Marketing, Rajendra Nargundkar - (TMH) 2004, 2e
6. Services: Marketing, Operations & Management, Jauhari & Dutta- (Oxford University Press) 2009, 1e

COURSE OUTCOMES : After completion of this course, the student will be able to

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Ability to explain and discuss the general concepts of marketing in service marketing setups.</i>
<i>CO2</i>	<i>Able to Understand the typical challenges faced in marketing of services and their resulting implications.</i>
<i>CO3</i>	<i>Able to understand the nuances of buying behaviour in service marketing setup.</i>
<i>CO4</i>	<i>Able to explain the concepts of segmentation, targeting and positioning in framing cutting edge marketing strategies in service marketing setup.</i>
<i>CO5</i>	<i>Able to understand service marketing concepts and challenges in global setup</i>
<i>CO6</i>	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA318: MARKETING OF FINANCIAL SERVICES

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

HOURS:40

UNIT I(10 Hrs): Financial Market Fundamentals: Equity Markets: Capital Markets, Role in the Economy, Brief History of BSE and NSE. Trade lifecycle of a financial instrument, Market Participants in the Equity markets with perspectives on 'Buy' side and 'Sell' side, Key terminologies related to the Equity markets. Bond Markets: Introduction to bond markets, how bond markets operate? Key terminologies related to the bond markets. Regulatory aspects of the Bond Markets, Key players in the Bond Markets (such as FIIs, Hedge Funds etc.) Debt Instruments: Debt instruments and their classification based on type of issuer, and basis characteristics. Money Market Instruments (such as Certificate of Deposit, Re-purchase "Agreements etc.)

UNIT II(10 Hrs): Insurance: Basics of Insurance: Basic understanding of insurance products, types of insurance policies – Role of IRDA, Insurance industry in India. General Insurance: Types of liabilities covered, extent of insurance value, and conditions. Life Insurance: Basic concept of Life Insurance, its beneficiaries and its types, Concept of Term Insurance and its various types, Traditional Life Insurance and its difference from Term Insurance, Whole Life Policy and Endowment Policy and the differences between them. ULIP and its comparison with conventional plans and Mutual Funds. Marketing Channels in Insurance Markets: Various channel members in the Industry such as Insurance Agents, Distributors, etc. Basic Understanding: Property and casualty/liability insurance, Commercial Insurance, HealthInsurance.

UNIT III(10 Hrs): Other Financial Services: Leasing / Hire Purchase: Definition, meaning, types, process, advantages, limitations, financial implications. Housing Finance: Major institutions involved, types, rate of interest, advantages, scenario in India. Credit Cards: Meaning, types, growth, advantages and disadvantages, growth in India. Credit Rating Services: Origin, definition, advantages, credit rating agencies - global and Indian, symbols, CRISIL, ICRA, equity ratings, CIBIL, scope in India. Other Services: Factoring, forfeiting, bill discounting, consumer finance and venture capital.

UNIT IV(10 Hrs): Marketing of Financial Services: Importance of Financial Planning: identification of investment needs for retail investors, studying investment behavior - Household Vs. Institutional Investors. Alternate Investment Products: Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view. Career opportunities in Marketing of Financial Services.

Suggested Text Books:

1. Financial Services, M Y Khan, Tata McGraw-Hill
2. Financial Services & Markets, Dr. Punithavathy Pandian, Vikas Publication
3. Marketing of Financial Services, V.A. Avadhani, Himalaya Publishing House
4. Financial Services Marketing, Christine Ennew , Nigel Waite
5. Financial Services, Nalini Prava Tripathy, Prentice Hall of India Private Limited

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>C01</i>	RECALL and DESCRIBE the key terminology of Financial Services.
<i>C02</i>	DESCRIBE the various types of financial products and services.
<i>C03</i>	DEVELOP FAQs for each kind of financial products and services from an investment advisor's perspective.
<i>C04</i>	COMPARE and CONTRAST the various types of financial products and services and ILLUSTRATE their benefits and limitations.
<i>C05</i>	EVALUATE the financial products and services from an investment perspective for various kinds of investors.
<i>C06</i>	COLLECT the application forms for all kinds of investments and DISCUSS each of them.

319: PERSONAL SELLING LAB

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

HOURS: 40

UNIT I(10 Hrs): Personal Selling & Salesmanship: Defining Personal selling and salesmanship, Selling as a profession, Objectives and importance of personal selling, Essentials of Personal Selling, Traditional & Modern Selling Approach, Ethical and Legal Considerations in Personal Selling, Role of Selling in Marketing, Types of selling, Qualities of Winning Sales Professionals - Physical, Mental, Social and Character Traits. Theories of Selling: AIDA, Right set of circumstances theory of selling, Buying Formula theory of selling, Behavioral Equation theory, Career in Personal Selling / Sales; What Companies Look for in New Salespeople.

UNIT II(10 Hrs): Personal Selling Process: Prospecting- objectives, sources and methods, Lead Generation, Getting appointment, Sales Responsibilities and Preparation; Pre approach-step toward sales planning-elements of sales call planning; Customer need discovery & Analysis; Approach- sales presentation/ demonstration- selection of appropriate presentation method, essentials of presentation, sales presentation mix- persuasive communication, visual presentation and dramatization, Use of questions- Direct questions, non- directive questions, rephrasing, redirect questions; Sales Leads, Account Management, Building long-term partnership by Selling, Strategic Understanding of Company, Products, Competition, and Markets Strategic Understanding of Company, Strategic Understanding of Products.

UNIT III(10 Hrs): Personal Selling Process: Handling objection- hidden, stalling, no need, money objection, etc., objection handling techniques, Closing the sale- reading buying signals, closing techniques- the alternative choice, assumptive, the compliment, the summary, the continuous, the minor point, the tea account, the standing room and the probability; Follow up after sales- Discuss service requirements, handling complaints, Key Account Management. Customer services: meaning of Customer Service, Importance of Customer Satisfaction Customer Follow-Up Strategies, Customer Service Questionnaire, Evaluating Customer Service.

UNIT IV(10 Hrs): Personal Selling Skills: Negotiation, Body Language- Space, Moments, Eye Contacts & Postures, Follow up Calls, Writing Effective Sales Letters and e- mails, Communicating Effectively with Diverse Customers – Meaning of Communication, Developing Communication Skills, essentials of Effective Communicator, Communication Styles, making , Listening Skills, Presentation and Demonstration, , Positive Mental Attitude, Goal Setting, Effective Dressing, Managing Yourself, choice of Communication Style, Communication and Trust Building

Managing Time and Territory Self-Management Effectiveness and Efficiency Sales Activities, Setting Priorities Account And Territory Management, Cold Call Mechanism, Personal Selling Applications and Situations: Selling of services- financial, IT and telecommunication, advertising, education; Selling of industrial products- raw material, capital goods, supplies; Selling of consumer goods- convenience, shopping and specialty goods; International selling; Selling in rural markets; Selling high and low involvement products;

Selling to new and existing customers Market; Selling to end users, intermediaries, government departments and agencies; Selling individual and groups.

Suggested Text Books:

1. Fundamentals of Selling by Charles M. Futrell, Tata McGraw Hill 10th Edition
2. A B C' s of Selling by Charles M. Futrell, AITBS, New Delhi,
3. World Class Selling by Roy Chitwood, JAICO Publishing House
4. Successful Selling Solutions by Julian Clay, Viva Books
5. Value Added Selling by Tom Reilly, TMGH
6. Achieving Sales Excellence by Howard Stevens, Viva Books Pvt. Ltd.
7. Power Sales Presentation by Stephan Schiffman, Adams Media Corporations.
8. Sales Essentials by Stephan Schiffman, Avon Massachusset
9. Smarter Selling by Keith Dugdale& Lambert, Prentice Hall.
10. Successful Sales- Get Brilliant Results Fast by Pauline Rowson, Viva Books.
11. Successful Selling Skills by Richard Denny, The Sunday Times.
12. The Art and Science of Negotiation by Raiffa H, Cambridge: Belknap/Harvard Press
13. Getting to Yes by Fisher R and Ury W, Harmondsworth Middlesex, GB Penguin Books

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>CO1</i>	LIST the key terms in selling and DESCRIBE the qualities of Winning Sales Professionals
<i>CO2</i>	EXPLAIN the theories and concepts that are central to personal selling.
<i>CO3</i>	Apply the interpersonal and team skills necessary in successful relationship selling.
<i>CO4</i>	ILLUSTRATE the use of various sales techniques needed to achieve a profitable sale in a real world scenario for a real world product/ service / e- product / e-service.
<i>CO5</i>	DEVELOP a customer plan that identifies all elements of personal selling, essential to creating successful sales in a real world scenario for a real world product/ service / e product / e-service.
<i>CO6</i>	CREATE sales presentation for a real world product/ service / e-product / e- service and for variety of selling situations.

**MBA 416: CONSUMER BEHAVIOUR & INTEGRATED MARKETING
COMMUNICATION**

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives: Upon completion of this subject, participants should have an ability to:

- Assess the nuances of consumer buying behavior, advertising and branding and further analyzing market opportunities by analyzing customers, competitors, collaborators, context, and strengths and weaknesses of a company. □
- Develop effective marketing strategies and skills to achieve organizational objectives. □
- To utilize a framework for understanding the marketing challenges faced by organizations doing business around the world. □
- To acquire skills to locate problem areas in organisational settings, and plan, organise, design, and conduct research to help solve the identified problems. □

Hours: 40

Unit-I (10 Hrs): Consumer Behaviour in 21st Century; Understanding Consumer Markets and Business Markets, Consumerism: consumer rights, consumer protection & dispute redressal, External influences on consumer behaviour: Cross cultural variations, family and households and group influence, Changing Indian society- values, demographics & social stratification.

Unit-II (10 Hrs): Individual determinates of consumer behaviour: Perception, Learning, Memory, Motivation, Personality and Attitude, Self-Concept & Lifestyle; Consumers as decisionmakers, Consumer decision process. Perceptual mapping.

Unit III (10 Hrs): IMC in 21st century, developing effective communications; Marketing communication mix, Managing IMC process, Events and experiences, Sales Promotion, Public Relations, Direct and interactive marketing, Word of Mouth & Personal Selling

Unit IV (10 Hrs): Developing and managing an advertising program, Campaign Planning, Message Creation, Copywriting, Advertising Appeals, Layout Design, Media Planning, Testing of Advertising effectiveness, Advertising Agencies.

Suggested Readings:

1. Consumer behavior - David, Loudan&Bitta, Tata McGraw Hill, 2002, 4th Ed.
2. Consumer Behavior - Leon Schiffman, Lesslie Lazar Kanuk-Pearson/PHI,2008, 8thEd.
3. Consumer Behavior - Hawkins, Best, Coney, TMH, New Delhi, 2002, 8th Ed.
4. Consumer Behavior - Michael R.Solomon, PHI, New Delhi, 2003, 5th Ed.

5. Brand Positioning Strategies for Competitive Advantage- Subrato Sengupta, Tata Mc Graw Hill, 2005, 2nd Ed.
6. Advertising Management- Aaker, David A et al. Prentice Hall, India, 1996, 5th Ed.
7. Advertising and Promotion Management- Rossiter, John R / Percy, Larry. Mc Graw Hill, 1997, 2nd Ed.

COURSE OUTCOMES : After completion of this course, the student will be able to

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Ability to explain and discuss the general concepts about buying behaviour and integrated marketing communications</i>
<i>CO2</i>	<i>Able to discuss consumer and buyer behaviour models as they influence customer purchase decision-making</i>
<i>CO3</i>	<i>Understanding the application of the concepts of strategic marketing (segmentation, targeting and positioning) in framing cutting edge marketing strategies.</i>
<i>CO4</i>	<i>Able to explain the prospect of the global market and application of digitalization to reach there.</i>
<i>CO5</i>	<i>Able to understand service marketing concepts and challenges in global setup</i>
<i>CO6</i>	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 417: RURAL MARKETING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Course Objectives: Upon completion of this subject, participants should have an ability to:

- To understand nuances of Indian rural markets structure and system in India.
- Understand the typical rural buying behaviour of rural consumers, rural markets research, and rural market segmentation and targeting.
- Formulate the cutting-edge marketing strategies across product and service categories in rural market setup.

Hours: 40

UNIT I (10 Hrs): Rural Hinterland-Characteristics and Dimensions, Rural Urban dichotomy, Growing Corporate interest in rural market, Challenges in Rural Marketing; Assessing rural Market opportunities, Rural Demand Dimensions: Thomson rule of Marketing Index, MICA rating, Lin Quest.

UNIT II (10 Hrs): Strategic Marketing in rural context; rural market offerings: rural product and brand decisions, No-frills pricing for value maximization; Educating customers and building trust in rural Markets, Innovative distribution pattern and methods in rural markets.

UNIT III (08 Hrs): Rural Marketing Strategies: Rural Marketing of FMCG, Rural marketing of consumer durables; Marketing of agricultural products, Agricultural inputs and their types, Agricultural marketing, Marketed & Marketable Surplus, Marketing rural non-farm products, Different marketing agencies and institutions, New Trends in Indian agriculture.

UNIT V (12 Hrs): Rural development administration: New Panchayati Raj System, NGOs in rural development, Information technology and village development, e-governance, New Economic reforms & rural development; Agricultural and non-agricultural finance, Sources of finance, NABARD, RRBs and rural development banks, constraints in credit delivery system.

Suggested Readings:

1. Rural- Marketing- Text & Cases, Krishnamacharyulu C S G, Ramakrishnan Lalitha - (Pearson) 2011, 2 e
2. New Perspectives in Rural & Ahicultural Marketing, Ramakishen Y-: Jaico publishing 2011, 2 e
3. Rural Marketing Concepts & Practices, Dogra Balram, Ghuman Karminder- (Tata Mc Graw-Hill) 2009, 4th Reprint, 1e

4. Rural Marketing- Environment Problems & Strategies, Gopaldaswamy T P- (Vikas Publishing House) 2009, Revised 3 e
5. Rural Marketing- Targeting the Non-urban consumer, Velayudhan Sanal Kumar- (Response, SAGE Publication) 2002,1 e

COURSE OUTCOMES : After completion of this course, the student will be able to

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Ability to explain and discuss the general concepts about rural marketing management and the rural marketing process</i>
<i>CO2</i>	<i>Able to assess the challenges and opportunities in the field of rural marketing in India and expose the students to the rural market environment</i>
<i>CO3</i>	<i>Able to apply adaptations to the unique rural marketing mix elements to meet the needs of rural consumers</i>
<i>CO4</i>	<i>Able to understand the concept and methodology for conducting the research in rural market.</i>
<i>CO5</i>	<i>Able to understand challenges in global setup</i>
<i>CO6</i>	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 418:INTERNATIONAL MARKETING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

Course Objectives

- To develop knowledge and understanding of key issues associated with international marketing:
 1. Importance of global and international marketing
 2. Motives to internationalization
 3. The influence of macro-environment on market selection
 4. Market entry modes
 5. Specific international issues affecting the 4Ps
 6. Financial, ethical, and organizational issues involved in international marketing
- To develop skills in researching and analyzing international marketing opportunities

H

ours: 40 Unit I(10 Hrs): Why go global- drivers of globalization, Internationalization stages and international marketing orientation; Dynamic environment of international trade: Socio-cultural dynamics in assessing global markets, International politico-legal environments-playing by the rules, economic environments.

Unit II(10 Hrs): Assessing Global Market opportunities: Developing worldwide vision through market intelligence; Global Marketing strategies for strategic advantage: International market offerings for consumers and business: International product decisions, developing international brands, Pricing and revenue management for international market, Ensuring accessibility through international marketing channels, Educating and engaging international customers and promoting the value proposition.

Unit III(10 Hrs): Global entry and operating strategies - exporting; turnkey projects; licensing; contract manufacturing; foreign Assembly, foreign production; joint ventures; production in free areas; third country location; counter trade; strategic alliance; Trade in services.

Unit IV(10 Hrs): International marketing organization - export department, subsidiary; foreign branches/offices, global organization; Multinational corporations; Trends, problems and prospects of globalization of Indian business; Negotiating with international customers, partners and regulators.

Suggested Reading:

1. International Marketing - P.K. Vasudeva, Excel
2. International Business- competing in the Global market Place- Charles W.L. Hill- TMH
3. International Marketing- Jain, Subhash., South – Western Thomson Learning
4. International Marketing- Cateura Philip and Graham John, Tata McGraw Hill

COURSE OUTCOMES : After completion of this course, the student will be able to

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Ability to developed an understanding of major issues related to international marketing</i>
<i>CO2</i>	<i>Able to developed an understanding of major issues related to international marketing</i>
<i>CO3</i>	<i>Able to developed skills in researching and analyzing trends in global markets and in modern marketing practice.</i>
<i>CO4</i>	<i>Able to assess an organization's ability to enter and compete in international markets.</i>
<i>CO5</i>	<i>Able to understand challenges in global setup</i>
<i>CO6</i>	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

HR SPECIALIZATION

MBA321: ORGANIZATIONAL CHANGE & DEVELOPMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *To understand the nature of the developmental process in organizations.* □
- *To comprehend the main derives and approaches of the change.* □
- *To realize and apply the stages of the organizational development process.* □
- *To equip students with knowledge & skills required for effective change and organizational development.* □
- *To Provide students with knowledge of resistance to change and techniques of handing it.* □

Hours: 40

UNIT I (10 Hours): Introduction: Concept of organization, function of organization, Typology of organization, Virtual Organization, Organizational Development, Evolution: Kurt Lewin, Robert, McGregor Change: Introduction, meaning, need, implications. Understanding personal change, components of personal change: Self-awareness, Self-analysis, Self-efficacy, Self-esteem, Organizational roles – making organizational and personal role effective

UNIT II (10 Hours): Change Theory: Organizational Change: Force Field Analysis, Managerial approaches for implementing change. Change management: facilitating change, dealing with individual and group resistances, intervention strategies. Organizational Culture & Change: formal & informal components of organizational culture, functions, creating & sustaining culture, designing strategy for cultural change.

UNIT III (10 Hours): Organizational Design: Organizational Design, Work Organization: Analysing and Organising Work, Emerging Issues of Work Organisation and Quality of Work Life Balance.

UNIT VI (10 Hours): Organizational Analysis: Organizational Analysis: Organisational Diagnosis-Tools and Techniques, Questionnaire and Interview as Diagnostic Tools, Workshops, Task-forces and Other Methods.

Suggested Readings:

1. Change & Knowledge Management -R.L. Nandeshwar, Bala Krishna Jayasimha, Excel
2. Management of Organizational Change -K Harigopal, Response Books
3. Managing Organizational Change -V Nilkant, S Ramnarayan Response Books
4. Managing organizational change -Palmer, Dunford, Akin, Tata McGraw Hill
5. Organization Change and Development- Kavith Singh, Excel Books.

COURSE OUTCOMES : After completion of this course, the student will be able to

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Ability to gain knowledge about organizational development process.</i>
<i>CO2</i>	<i>Able to understand change and development of organizations</i>
<i>CO3</i>	<i>Able to understanding of the change management model.</i>
<i>CO4</i>	<i>Able to gain skills needed to develop an action plan for the development process.</i>
<i>CO5</i>	<i>Able to understanding of change resistance and how to handle it</i>
<i>CO6</i>	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 322: TRAINING & DEVELOPMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- To give a detailed overview of the concept of training and development. □
- To familiarize the students with the methods of training and development. □
- Making the students understand the usefulness of training in an organization. □
- To make them aware about types of training. □
- Describing in detail the process of training need assessment. □
- To discuss the latest trends and methods in training and development. □

Hours:

40 UNIT I (10 Hrs): Concept and nature of training, Training, Development and Education. Objective of Training, Need and importance of training, Types of Trainers, Principles of Learning. Training Need Assessment, Training needs Analysis (Person, Task, and Organization), Methods and processes.

UNIT II (10 Hrs): Training: Types of training, methods of training, Vestibule training, Simulation Development techniques, Management Development Programme: Meaning and nature, Methods of Executive Development, Job rotation, Sensitivity Training, Simulation methods of Executive development

UNIT III (10Hrs): Training Program: Trainer Identification, Designing a training module for any sector, Budgeting of Training, Preparation of short project on designing a training module with hypothetical budget, Technology in Training: CBT, Multimedia Training, E-Learning/Online Learning, Distance Learning, Evaluation of Training Program: Kirkpatrick Model of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI of Training.

UNIT IV (10Hrs): Human Resource Development: Concept, HRD Vs Personnel Function, HRD culture and climate, HRD Matrix, HRD Sub-system, OCTAPACE Culture.

Text and Reference Books

1. Training for Development- Sahu R. K., Excel Books
2. Training & Development Concepts & Application- Tapomoy Deb, Ane Books
3. Employee Training and Development- Raymond Noe, McGraw-Hill Companies
4. 360 Degree Feedback, Competency Mapping and Assessment Centre- Radha Sharma, McGraw-Hill.

COURSE OUTCOMES : After completion of this course, the student will be able to

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Ability to gain knowledge about concepts of training and development</i>
<i>CO2</i>	<i>Able to understand the typical challenges faced by companies and employees during the training programme.</i>
<i>CO3</i>	<i>Able to understand the various methods of training and development</i>
<i>CO4</i>	<i>Able to gain knowledge of Training Need Assessment.</i>
<i>CO5</i>	<i>Able to understand changing trends in the field of training and development.</i>
<i>CO6</i>	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employability Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA421: EMPLOYEES WELFARE AND LABOUR LEGISLATIONS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives

- *To know the development and the judicial setup of Labour Laws.*□
- *To learn the salient features of welfare and wage Legislations.*□
- *To learn the laws relating to Industrial Relations, Social Security and Working conditions.*□
- *To understand the laws related to working conditions in different settings.*□

Hours: 40 UNIT I (10 Hours)

Concept of IR, Role of Three Actors to Industrial Relations – State, Employer & Employees, Causes for poor IR, Idea of trusteeship.

The Industrial Disputes Act, 1947: Causes and Types of Industrial disputes, Prevention of Industrial disputes, Settlement of Industrial disputes, Strike, Lock-out, Lay-off and Retrenchment and unfair labour practices.

UNIT II (10 Hours)

Trade union and collective bargaining: Trade Union, kinds, Problems, Functions, and Registration, Types of bargaining – Collective bargaining in India, Grievance redressal & Disciplinary procedure.

UNIT III (10 Hours)

THE FACTORIES ACT, 1948: Salient features, working hours and leaves.

THE EMPLOYEE'S PROVIDENT FUND AND MISCELLANEOUS PROV. ACT, 1952:

Salient features, determination of contribution, deposit and withdrawal from the PF account.

THE PAYMENT OF GRATUITY ACT, 1972: Salient features

THE PAYMENT OF BONUS ACT, 1965: Salient features, eligibility and disqualification for Bonus, calculation and payment of Bonus.

UNIT IV (10 Hours)

The employees compensation act, 1923: Important features, types of incapacities or disabilities and amount of compensation paid therefor. commissioner and his power, The employees' state insurance act, 1948: Salient features, Benefits provided under this Act: sickness benefit, maternity benefit, disablement benefit, dependent's benefit, medical benefit council and its duties, regional boards, local committee **Suggested Readings:**

1. Industrial Relations – B.D Singh, Excel Books
2. Labour and Industrial Law Manual-Central Law Agency
3. Labour and Industrial Law -S.N. Mishra, Central Law Publication, Allahabad.
4. Labour & Industrial Laws by P L Malik, Eastern Law Publication.

COURSE OUTCOMES : After completion of this course, the student will be able to

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>CO1</i>	ENUMERATE the key concepts of the subject matter.
<i>CO2</i>	INTERPRET and relate legislations governing employee relations.
<i>CO3</i>	IDENTIFY the applicability of various legislations to variety of real world organizations.
<i>CO4</i>	EXAMINE the traditional concept of labour welfare in the industry.
<i>CO5</i>	EXPLAIN the conditions of labour and their welfare and social security needs in the country.
<i>CO6</i>	ELABORATE upon the perspective of labour problems and remedial measures in the country as well as discuss the relevant provisions of various Labour Legislations.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA422: STRATEGIC HUMAN RESOURCE MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- To explore the relationship between the management of people and pursuit of an organisation's strategic goals and objectives. □
- To understand link between human resource planning and strategy, job analysis and job design, equipment and selection, performance appraisal and performance-related pay. □
- To understand learning and career management, employment relations, diversity management and international human resource management. □

Hours: 40

UNIT I (10 Hours)

CHANGING ENVIRONMENT AND STRATEGIC RESPONSES: Introduction, Changing Environment, Business Complexities, Portfolio, process and structure related strategic responses. Significance of HRD, HRD and complexities advantage, Business Strategy and HRD Business Policy and HRD, Life Cycle of organizations and HRD, Organisational Performance and HRD.

UNIT II (10 Hours)

Strategic HRD system practices: SHARD fundamentals, SHRD initiatives, working conditions & family welfare, HR Dept. / function. Training PA, Job Enrichment, Career planning, communication, empowerment Facilitators: Concerns of Management, Concerns of Trade unions. Concerns of Frontier Officers / Supervisors, concerns of workers, IR Scenario, Trainability, Outsourcing.

UNIT III (10 Hours)

Alignment of HRD system and responses: Portfolio related strategic responses and Strategic HRD system. Process related strategic responses and Strategic HRD system, and Structure related strategic responses and Strategic HRD system.

UNIT IV (10 Hours)

Strategic responses of Indians most valuable companies: Profiles of study organization, strategic responses of study organizations. Strategic HRD system in study organizations, relationship between practices and facilitator, alignment between responses and Strategic HRD systems, blocks of alignment and their solutions.

Suggested Readings:

1. Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001.
2. Strategic Human Resource Development - Rothevell & Kazauas, PHI, 1989.
3. Managing Human Resource - Wagen F Cascio, TMH, 6th ed. 2003.
4. Strategic Management, Thomson & Strickland, Tata McGraw Hill, 2003.

COURSE OUTCOMES : After completion of this course, the student will be able to

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Ability understand link between human resource planning and strategy, job analysis to and job design, equipment and selection, performance appraisal and performance related pay.</i>
<i>CO2</i>	<i>Able to Analyse problems and develop managerial solutions to employment relations problems at both national and workplace level.</i>
<i>CO3</i>	<i>Able to demonstrate the application of problem solving and evaluation skills in HRM through exercises and case study work</i>
<i>CO4</i>	<i>Able to apply critical thinking skills in analysing theoretical and applied perspectives of strategic HRM</i>
<i>CO5</i>	<i>Able to communicate knowledge of SHRM and employment relations in both written and verbal formats reactive to both audience and purpose</i>
<i>CO6</i>	<i>Able to investigate and communicate the professional values of HRM including the ethical problems inherent in HRM, including managers and consultants</i>
Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

**MBA 423: PERFORMANCE MANAGEMENT AND COMPENSATION
MANAGEMENT**

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- To understanding of the role of performance management in supporting the strategic objectives of the organisation□
- To examine and design of performance management systems that aim to transform organisational performance outcomes□
- To identifies the knowledge and skills needed for effective performance review processes that are fair, ethical and improve people performance in modern organisations.□
- It will equip learners with the necessary skills and a critical understanding of the performance review process□

Hours: 40

Unit I (10 Hours): Introduction to Performance Management: Meaning, need, features,

Performance Benchmarking. Component of performance management, performance management

Vs performance appraisal, Competence and Competency Analysis, Job Competency Assessment,

Measuring performance: Balance Scorecard, Economic Value Added, Performance Review, Performance management documentation, Evaluating Performance Management System, Implementing Performance Management System.

Unit II (10 Hours): Introduction to Appraisal System: Concept, Features, Objectives, Importance and Barrier. Appraisal System, Methods of Appraisal: Designing of various traditional methods performance appraisal form.

Unit III (10 Hours): Compensation: Meaning and component of compensation, Base and Supplementary Compensation. Compensation Management: Meaning, Objectives, Principles, Basic elements of a compensation management. Compensation Policies: Types of compensation policies, General compensation policy, Pay Structure policy. Components of Compensation: CTC and CIH (Cash in Hand), Study of hypothetical compensation structure. Base Wage, Time Wage

System, Piece wage system, DA and Fringe Benefit

UNIT IV (10 Hours): Designing of hypothetical Offer Letter with compensation structure, Payroll Accounting System, Need of Payroll Accounting, Complexity of payroll accounting, Scope of payroll accounting. Contemporary issues in compensation management: Salary Increase, Attrition rates, Impact of high labour cost.

Suggested Readings:

1. Performance Management- Dixit Varsha, Vrinda Publication
2. Performance Management- Herman Aguinis, Pearson Education
3. Performance Management- Cardy Robert L., PHI
4. 360 degree feedback & Performance Management- TV Rao, Excel Books
5. Performance Management System- Sahu R.K., Excel Books
6. Strategies for Performance Management- Srivastava K. Dinesh, Excel Books
7. Performance Management and Appraisal Systems- Rao, T.V., Sage Publication
8. Performance Management- Michael Armstrong & Baron Angela, Jaico Publishing

COURSE OUTCOMES : After completion of this course, the student will be able to

	COURSE OUTCOMES DESCRIPTION
CO1	<i>Ability to demonstrate the communication skills required when managing achievement and underachievement.</i>
CO2	<i>Systematically decide and communicate strategic performance aims, objectives, priorities and targets</i>
CO3	<i>Able to Plan effective performance management policies and practices to improve organisational and employee performance</i>
CO4	<i>Able to devise and sustain arguments for using appropriate performance management techniques, rewards and sanctions to improve performance</i>
CO5	<i>Able to Critically evaluate the effectiveness of performance management</i>
CO6	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA424: HR ANALYTICS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

HOURS:40

UNIT I(10 Hrs): Workforce Analytics – Overview: Workforce Analytics: definition, evolution, function of Workforce analytics, Use of Workforce / People / HR metrics to measure results in HR - Process vs Outcome, Efficiency vs Effectiveness, Lead vs Lag, challenges in measuring human capital, HR Business Framework, Concept of Balanced Score Card, Identifying key workforce questions, Strategic Case for Workforce Analytics, Data Sources, Power of combining data sources, Good, Important & Key Metrics.

UNIT II(10 Hrs): Recruitment Metrics: Fill-up ratio, Time to hire, Cost per hire, Early turnover, Termination during probation, Channel efficiency mix in terms of Direct hires, Employee referral hires, Agency hires & Lateral hires, Offer reject and renege, Fulfilment ratio, Quality of hire, Recruitment to HR cost. Diversity Metrics: Workforce diversity index, Gender mix, Differently abled index, Implementation challenges.

UNIT III(10 Hrs): Talent Metrics: Retention index, Voluntary and involuntary turnover, Turnover by department, grades, performance, and service tenure, Internal hired index. Learning & Development Metrics: Training need identification, Make or Buy Model, Training effectiveness evaluation, Percentage of employee trained, Internally and externally trained, Training hours and cost per employee, ROI calculation. Internal Mobility Metrics: Career Progression Indices - Promotion index, Rotation index, Career path index, Level wise succession readiness index. People Deployment Metrics: Employees per manager, Employee service profiling, Workforce age profiling, Workforce service profiling, Churn index, Separation clearance time.

UNIT IV(Hrs): HR Cost Metrics: Revenue per employee, Operating cost per employee, PBT per employee, HR cost per employee, HR to operating cost, Compensation to HR cost, HR budget variance, HR ROI. HR KPI Dashboard: Calculating HR KPI, Scorecard based on recruitment, training and development, Calculating HR KPI, Scorecard based on employee retention, and turnover. HR Predictive Analytics: Regional and country level differences in turnover data, Predicting individual and team turnovers, Turnover costs for business implications, Selection decisions from previous performance data, Predictive modelling of individual and team performance, Identifying flight-risk candidates, Report generation.

Suggested Text Books:

1. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Shonna D. Waters, Valerie N. Streets, Lindsay Mcfarlane, Rachael Johnson-Murray
2. HR Analytics: Understanding Theories and Applications , Dipak Kumar Bhattacharyya
3. Doing HR Analytics - A Practitioner's Handbook With R Examples Lyndon Sundmark

Course Outcomes: On successful completion of the course the learner will be able to

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>C01</i>	ENUMERATE the use of Workforce Analytics.
<i>C02</i>	UNDERSTAND the process of creating and using HR analytics
<i>C03</i>	USE dashboards, pivot tables for data driven decision making in HR.
<i>C04</i>	ILLUSTRATE the use of various tools and frameworks for predictive analytics.
<i>C05</i>	DERIVE a variety of metrics and quantify key outcomes in multiple areas of HR.
<i>C06</i>	BUILD value for HR departments by showing clear links between HR and Business outcomes.

IT SPECIALIZATION

MBA 336: BUSINESS INTELLIGENCE USING DATA MINING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *Approach business problems data-analytically by identifying opportunities to derive business value from data.*□
 - *Know the basics of data mining techniques and how they can be applied to extract relevant business intelligence*□
 - *To analyse data, choose relevant models and algorithms for respective applications.*□
 - *To study spatial and web data mining.*□
- To develop research interest towards advances in data mining.*

Hours: 40

UNIT I(10 Hours): Data Mining Functionalities, Classification of Data Mining systems, Major issues in Data Mining. Data Pre-processing: Needs, Pre-processing the Data, Data Cleaning, Data Integration and Transformation, Data Reduction, Discretization and Concept Hierarchy Generation. Introduction to data warehousing: Data Warehouse and OLAP Technology for Data Mining, Data Warehouse, Design of data using Multidimensional Data Models, Data Warehouse Architecture, From Data Warehousing to Data Mining. Data Mining Primitives.

UNIT II (10 Hours): Definition, History, Business and Technical Drivers, Decision Makers and Decision Making Process, Role of Decision Support Tools. Components of BI solutions: BI Solutions with Backend Data Warehouse Solutions, Different Types and Uses of BI-Statistical Analysis, OLAP, Association Rule Mining, Correlation analysis, Classification and prediction, Cluster Analysis, Text Mining for Unstructured Data.

UNIT III (10 Hours): BI from Organizational and Business Perspective, Understanding Business

Process, Process Reengineering, Customization, BI Testing, Deployment. BI Development Process: Agile process, Different Stages of BI Development Process.

UNIT IV (10 Hours): Emerging Technology, BI Search and Text Analytics, Advanced Visualization, Rich Report lets. **BI Package:** Pentaho Business Analytics , Data integration, Analysis, Services, Reporting, Data Mining, Dash Board, Work Flow, ETL.

Suggested Readings:

1. Successful Business Intelligence, Indi Howson, McGraw-Hill, 2nd Edition, 2007.
2. Data Mining -Concepts and Techniques, Han, Kamber, Harcourt India, 2006.
3. Business Intelligence for Dummies, Swain Scheps, John Willy & Sons, 1st Edition, 2008.
4. Business Intelligence, Ramesh Sharda, Prentice Hall, 1st Edition, 2007.

COURSE OUTCOMES : After completion of this course, the student will be able to

	COURSE OUTCOMES DESCRIPTION
CO1	<i>Ability to examine the types of the data to be mined and present a general classification of tasks and primitives to integrate a data mining system</i>
CO2	<i>Ability to discover interesting patterns from large amounts of data to analyse and extract patterns to solve problems, make predictions of outcomes.</i>
CO3	<i>Able to apply and analyse data mining for Business Intelligence Application.</i>
CO4	<i>Ability to compare and evaluate different data mining techniques like classification, prediction, clustering and association rule mining</i>
CO5	<i>Able to experiences towards research and innovation. integration.</i>
CO6	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 337 :-E-COMMERCE

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- *To provides an introduction to information systems for business and management.* □
- *To familiarize students with organizational and managerial foundations of systems.* □ □ *To understand the technical foundation for understanding information systems.* □

Hours: 40

UNIT I (10 Hours): Introduction: What is E-Commerce, Forces behind E-Commerce Industry Framework, Brief history of E-Commerce, Inter Organizational E-Commerce Intra Organizational E-Commerce, and Consumer to Business Electronic Commerce.

Network Infrastructure for E-Commerce, Market forces behind I Way, Component of I way Access Equipment, Global Information Distribution Network, Broad band Telecommunication.

UNIT II (10 Hours): Mobile Commerce: Introduction to Mobile Commerce, Mobile Computing Application, Wireless Application Protocols, WAP Technology, Mobile Information Devices, Web Security.

Introduction to Web security, Firewalls & Transaction Security, Client Server Network, Emerging Client Server Security Threats, firewalls & Network Security.

UNIT III (10 Hours): Encryption: World Wide Web & Security, Encryption, Transactionsecurity,

Secret Key Encryption, Public Key Encryption, Virtual Private Network (VPM), Implementation Management Issues. Electronic Payments: Overview of Electronics payments, Digital Token based Electronics payment System, Smart Cards, Credit Card I Debit Card based EPS, Emerging financial Instruments, Home Banking, Online Banking.

UNIT IV (10 Hours): Net Commerce: EDA, EDI Application in Business, Legal requirement in E-Commerce, Introduction to supply Chain Management, CRM, issues in Customer Relationship Management.

Suggested Readings:

1. E-Commerce, Greenstein and Feinman, TMH
2. Frontiers of Electronic Commerce, Ravi Kalakota, Andrew Whinston, Addison Wesley
3. The E-Business Revolution, Denial Amor, Addison Wesley
4. E-Commerce, Diwan, Sharma, Excel
5. E-Commerce: The Cutting Edge of Business, Bajaj & Nag, TMH

COURSE OUTCOMES : *After completion of this course, the student will be able to*

	COURSE OUTCOMES DESCRIPTION
CO1	<i>Ability to understand the basic concepts and technologies used in the field of management information systems.</i>
CO2	<i>Ability to discover Knowledge of the different types of management information systems</i>
CO3	<i>Able to understand the processes of developing and implementing information systems</i>
CO4	<i>Ability to aware of the ethical, social, and security issues of information systems</i>
CO5	<i>Able to experiences towards research and innovation. integration.</i>
CO6	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA437: IT PROJECT MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks
Credits: 4	

Course Objectives:

- *To make them understand the concepts of Project Management for planning to execution of projects.□*
- *To make them understand the feasibility analysis in Project Management and network analysis tools for cost and time estimation.□*
- *To enable them to comprehend the fundamentals of Contract Administration, Costing and Budgeting.□*
- *Make them capable to analyse, apply and appreciate contemporary project management tools and methodologies in Indian context.□*

Hours: 40

UNIT I (10 Hours): Fundamentals of IT Project Management, Need Identification, Vision and Scope document, Project Management Cycle, PM Objectives, Management Spectrum, Project Planning, Planning Objectives, Project Plan, Types of project plan, Structure of a Project Management Plan, IT project estimation. **Project Organization:** Project Elements, Work Breakdown Structure (WBS), Types of WBS, Functions, Activities and Tasks, Project Life Cycle and Product Life Cycle, Ways to Organize Personnel.

UNIT II (15 Hours): Project schedule, Scheduling Objectives, Building the project schedule, Scheduling terminology and techniques, Network Diagrams: PERT, CPM, Bar Charts: Milestone Charts, Gantt Charts. **Project Monitoring and Control:** Dimensions of Project Monitoring & Control, Earned Value Analysis, Earned Value Indicators: Budgeted Cost for Work Scheduled (BCWS), Cost Variance (CV), Schedule Variance (SV), Cost Performance Index (CPI), Schedule

Performance Index (SPI), Interpretation of Earned Value Indicators, Error Tracking, Software Reviews, Types of Review: Inspections, Deskchecks, Walkthroughs, Code Reviews, Pair Programming

UNIT III (10 Hours): Concept of Software Quality, Software Quality Attributes, Software Quality Metrics and Indicators, SEICMM, SQA Activities, Formal SQA Approaches: Proof of correctness, Statistical quality assurance, Clean room process. **Testing:** Testing Objectives, Testing Principles, Test Plans, Test Cases, Types of Testing, Levels of Testing, Test Strategies,

Program Correctness, Program Verification & validation, Testing. Automation & Testing Tools.

UNIT IV (10 Hours): Software Configuration Management: Software Configuration Items and tasks, Baselines, Plan for Change, Change Control, Change Requests Management, Version Control. **Risk Management:** Risks and risk types, Risk Breakdown Structure (RBS), Risk Management Process: Risk identification, Risk analysis, Risk planning, Risk monitoring, Cost Benefit Analysis, Project Management Tools: CASE Tools, Planning and Scheduling Tools.

Suggested Readings:

1. Software Project Management, M. Cotterell, Tata McGraw-Hill Publication
2. Software Project Management, Royce, Pearson Education
3. Software Project Management, Kieron Conway, Dreamtech Press
4. Software Project Management, S. A. Kelkar, PHI Publication

COURSE OUTCOMES : *After completion of this course, the student will be able to*

	COURSE OUTCOMES DESCRIPTION
CO1	<i>Ability to Understand project characteristics and various stages of a project.</i>
CO2	<i>Ability to Understand the conceptual clarity about project organization and feasibility analyses Market, Technical, Financial and Economic.</i>
CO3	<i>Ability to analyze the learning and understand techniques for Project planning, scheduling and Execution Control</i>
CO4	<i>Ability to apply the risk management plan and analyse the role of stakeholders.</i>
CO5	<i>Able to understand the contract management, Project Procurement, Service level Agreements and productivity</i>
CO6	<i>Able to understand the How Subcontract Administration and Control are practiced in the Industry</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA438: DATA COMMUNICATION AND NETWORKING SECURITY

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *To understand the basic concepts of data communication, layered model, protocols and inter-working between computer networks and switching components in telecommunication systems.* □
- *Discuss the nature, uses and implications of internet technology.* □
- *To understand the functioning of Frame Relay, ATM.* □
- *An overview of security issues related to data communication in networks.* □

Hours: 40

Unit I(10 Hrs): Introduction – Data Communication, Networks, Internet, Intranet, Protocols, OSI

& TCP/IP Models. Transmission Media, Switching, Connecting Devices, Backbone networks, Concept of VLAN Network Layer Logical addressing IPv4 Addressee & classless address, NAT Addressing.

Unit II(10 Hrs): Data Link Control & Protocol, Multiple Access, Channelization, Wired LAN, Ethernet, Ethernet frame, Addressing, Wireless LAN, Bluetooth, Cellular telephony,

Unit III(10 Hrs): Network layer protocol – internetworking, IPv4 protocol, IPv6 Protocol, Routing Protocols, Transport Layer – Process to process delivery, UDP, TCP Congestion Control, Application Layer – DNS, Remote Logging (Telnet), SMTP, FTP, WWW, HTTP.

Unit IV(10 Hrs): Introduction to system and network security, Cryptography, Network Security, Security at Application Layer, Security at Transport Layer, Security at Network Layer (IPSec)

Firewall and Intrusion Detection

Suggested Readings:

1. Data Communication and Networking, Forouzen, TMH
2. Computer Networks, A.S. Tanenbaum, Pearson Education
3. Data and Computer Communication, W. Stallings, Macmillan Press
4. Computer Networks Anuranjan Misra, Acme Learning
5. Essential of TCP/ IP, G. Shanmugarathinam, Firewall Media

COURSE OUTCOMES : After completion of this course, the student will be able to

	COURSE OUTCOMES DESCRIPTION
CO1	<i>Able to understand the basics of data communication, networking, internet and their importance.</i>
CO2	<i>Ability to analyse the services and features of various protocol layers in data networks</i>
CO3	<i>Ability to differentiate wired and wireless computer networks</i>
CO4	<i>Able to analyse TCP/IP and their protocols.</i>
CO5	<i>Able to recognize the different internet devices and their functions.</i>
CO6	<i>Able to identify the basic security threats of a network.</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA436: BIG DATA ANALYTICS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *Understand the Big Data Platform and its Use cases*□
- *Provide an overview of Apache Hadoop*□
- *Provide HDFS Concepts and Interfacing with HDFS*□
- *Understand Map Reduce Jobs*□
- *Provide hands on Hadoop Eco System*□
- *Apply analytics on Structured, Unstructured Data.*□
- *Exposure to Data Analytics with R.*□

Hours: 40

UNIT I (10 Hrs): Introduction to Big Data Analytics, DBMS Overview, Introduction to R and RStudio, Basic analysis in R, Intermediate R, Intermediate analysis in R.

UNIT II (10 Hrs): Visualization and Data Exploration, K-means Clustering, Independent Sample Tests, Basic Association Analysis, Association Rule Speedup, Linear regression part 1, Linear regression part 2, Logistic regression.

UNIT III (10 Hrs): Naïve Bayes, Decision trees part 1, Decision trees part 2, Introduction to Hadoop and HDFS, Using R with Hadoop, First R/Hadoop program, Intermediate R/Hadoop programming

UNIT IV (10 Hrs): Pig, Hive, and HBase, Discussion of mr2 Project, Support Vector Machines Part 1, Support Vector Machines Part 2

Suggested Readings:

1. Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses by Michael Minelli , Michele Chambers, Ambiga Dhiraj, by, Wiley
2. The Culture of Big Data, Mike Barlow, by Oreilly
3. Real time Big Data Analytics; Emerging Architecture, Mike Barlow, by Oreilly
4. Planning for Big Data, Edd Dumbill, by Oreilly
5. Big Data Analytics; Frank J. Ohlhorst, by Wiley
6. Big Data aow; Edd Dumbill, by Oreilly

COURSE OUTCOMES : After completion of this course, the student will be able to

	COURSE OUTCOMES DESCRIPTION
CO1	<i>Able to Identify Big Data and its Business Implications.</i>
CO2	<i>Able to List the components of Hadoop and Hadoop Eco-System</i>
CO3	<i>Ability to access and Process Data on Distributed File System</i>
CO4	<i>Able to Develop Big Data Solutions using Hadoop Eco System</i>
CO5	<i>Able to Analyse Infosphere Big Insights Big Data Recommendations.</i>
CO6	<i>Able to apply Machine Learning Techniques using R</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

INTERNATIONAL BUSINESS SPECIALIZATION

MBA326: INTERNATIONAL BUSINESS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- *To develop analytic tools used to understand how the economy functions.*
- *To understand short- and long-run economics fluctuations*
- *To recognize the cause of trade, sources of the gains from trade and the domestic and international distribution of those gains*
- *Examine instruments and consequences of trade policy measures—including tariffs and quantitative restrictions*
- *To understand balance of payments and the trade balance.*

Hours: 40

Unit-I (10 Hrs): Introduction to International Business; meaning of International Management; domestic business versus international business; Reasons for Going International, International Entry Modes- their Advantages and Disadvantages, process of internationalization, Strategic decision in International Business; Tariff and non-tariff Barriers.

Unit-II(10 Hrs): International business Competitive strategies: Porter’s model; Prahalad and Doz’s strategy model, Foreign Direct investment & Foreign Institutional Investment; International organisation and control; Organisational structures; Control procedures; Location of decision- making, Role of Subsidiaries, Organisational Control.

Unit-III (10 Hrs): International Trade: Theories of International Trade- Absolute Advantage Theory, Comparative Cost Theory, Opportunity Cost Theory, Hecksher-Ohlin Theory, Vernon’s Theory of International Product Life Cycle. Balance of trade and balance of payments: Constituents of Capital Account and Current Account, Reasons and remedies for Adverse Balance of Payment; Convertibility of Capital Account.

Unit-IV(10 Hrs): International Monetary Fund, Asian Development Bank and World Bank, Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Introduction to current EXIM policy. Bilateral and Multilateral Trade Laws –General Agreement on Trade and Tariffs (GATT), World Trade Organization – IPR, TRIPS, TRIMS, GATS.

Suggested Readings:

1. International Economics, Salvatore Dominicks (2016). J, Mannur, H. G. (2003) ohn Wiley Sons, Inc.
2. International Business, Paul J, (2012) PHI Learning Pvt Ltd.
3. International Business, Charles W.L. Hill, (2012) McGraw Hill Education.
4. International Economics, Krugman, Paul and Maurice Obstfeld (2012) New York, Addison Wesley.
5. International Business, Daniels, J., Radebaugh, L., and Sullivan, D., (2017) Pearson Education.

COURSE OUTCOMES : After completion of this course, the student will

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Able to analysis of the economic relationships between countries, covering both trade and monetary issues.</i>
CO2	<i>Able to apply a specific framework to illustrate the connection between a variety of models and approaches.</i>
CO3	<i>Ability to explain the connections between Ricardian, Heckscher-Ohlin and the specific factors models in trade theory, or between the 'monetary approach' and the 'asset approach' in exchange rate theory</i>
CO4	<i>Able to explain how international economic theory has been shaped by real world events.</i>
CO5	<i>Able to comprehend theory of decision-making under conditions of scarcity and uncertainty</i>
CO6	<i>Able to analyse choice and demand, production, cost, the firm and market structure and market failure;</i>

be able to

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA327: EXIM PROCEDURES AND DOCUMENTATION

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *To understand importance and procedural & documentation aspects of export-import of goods and services*
- *To impart knowledge of governments, departments, international institutions involved in EXIM.*
- *To teach an Export Manager to develop a systematic methodology to handle exports*
- *To understand the relevance and importance of various government policy measures for export as well as import.*

Hours: 40

Unit I (10 Hours): Need of documentation in export, Exim Policy, Infrastructural Support for India's Foreign Trade, Export Promotion Councils, Commodity Boards, Import/ Export Inspection Agencies.

Unit II (10 Hours): Export Procedure: Setting up Export Company, Export Sales Contracts, Processing of Export Order, Central Excise, Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Duty draw-backs, Special Issues: Export by post parcel and by Air.

Unit III (10 Hours): Import Procedure: Replenishment licensing, Import/Export passbook, Procurement for Exports, Custom Clearance of Imports, Duty Exemption Schemes. Commercial and regulatory Documents: Performa Invoice, Commercial Invoices, Packing List, Inspection Certificate, Certificate of Origin, Shipping Bills, AR4 Form, Mate's Receipt, GR Form, Marine Insurance Policy, Bill of Exchange, Bank Realization Certificate, Bill of lading, Airway Bill, BSP Certificate /Special Consular Invoice.

Unit IV (10 Hours): EXIM Bank and Commercial Banks, Export Credit and Foreign Exchange Covers, ECGC, Trading House: Export/Trading/ Star trading/Superstar trading houses, EOU/FTZ

/EPZ/SEZ units: Policy

Suggested Readings:

1. Export Policy Procedures and Documentation -M. I. Mahajan, Snow White Publications,
2. Export What Where How, Paras Ram, Anupam Publishers

3. EXIM policy 2009-14, Ministry of Commerce, Government of India
4. International Business: text and cases, Francis Cherunilam, PHI
5. International Payments, Edward G. Hinkelman, World trade Press
6. Handbook of Import–Export Procedures, Ministry of Commerce, Government of India

COURSE OUTCOMES : *After completion of this course, the student will be able to*

	COURSE OUTCOMES DESCRIPTION
CO1	<i>Able to understand and create the documents required for completing export and import transactions.</i>
CO2	<i>Able to understand the procedure for export and import clearance</i>
CO3	<i>Able to understand the role of key government organizations like Customs and Excise, RBI, etc. in facilitating export transactions</i>
CO4	<i>Able to examine the foreign trade policy framework to best utilize the opportunities available to organizations</i>
CO5	<i>Able to impart knowledge of governments, departments, international institutions involved in EXIM.</i>
CO6	<i>Ability to identify and apply the knowledge of subject practically in real life situations</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA-328 Global Competitiveness & Strategic Alliances

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance _ 12 Marks End Semester Exam _ 70 marks

Course Objectives:

- To assess global competitive opportunities available in the global markets.
- To assess global opportunities by analysing customers, competitors, collaborators, context, and strengths and weaknesses of a company from a global perspective.
- To develop effective strategies and skills to achieve organizational objectives.
- To develop an insight to by using various analytical models and approaches.
- To develop an understanding of the functional challenges faced by global organizations

Hours: 40

UNIT I (8 Hrs): Global Competitiveness

- I. An overview – Macroeconomic and Business Strategy Perspective
- II. Framework for assessing competitiveness various approaches
- III. International and national competitiveness studies
- IV. Government Policies and Competitiveness
- V. Role of quality and productivity in achieving world class competitiveness

UNIT II (10 Hrs): Developing Competitive ness

- I. Strategic Management of Science, Technology and Innovation Policy
- II. Human capital and competitiveness,
- III. Role of Information systems in building competitiveness
- IV. Role of Quality and Productivity in Achieving World Class Competitiveness
- V. Role of Government Policy –Attaining Competitiveness through Integrated Process Management
- VI. Industrial Clusters and Business Developing

UNIT III (12 Hrs): Global Competitiveness and Indian

- I. Status and Cause of lack of Competitiveness
- II. Strategic Options for Building Competitiveness
- III. Strategic management of technology and Innovations IV. Status cause of un-competitiveness

UNIT IV (10 Hrs): Strategic Alliances

- I. Joint Ventures and other forms of strategic Alliance – Benefits and Scope of Strategic Alliance
- II. Forms of Management / Ownership
- III. Types of Alliance – Steps in Strategic Alliance – Limitations and Pitfalls of Strategic Alliance.
- IV. Value creation through alliances,
- V. Management of Strategic alliances, Strategic alliances in Indian context

Suggested Readings:

Text Books:

1. The strategic Alliances Field book by Booth, Gavin Navin, Publishers Routledge
2. The Strategic Alliance Handbook – A Practitioners Guide to Business to Business Collaborations
3. Strategic Management – Concept and Cases: Competitiveness and Globalization

MBA426: INTERNATIONAL FINANCIAL MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- To focus on the theoretical and practical knowledge required for the management of financial and investment functions of multinational corporations.
- To discover how the international capital markets, foreign exchange markets
- To learn about derivatives market can be used to manage transaction and operating risks facing the multinational firm.
- To learn through hands-on case studies and empirical evidence how to manage multinational companies' investment and financing activities.
- To understand relevance of country risk and international corporate governance in cross-border investments will also be examined.
- To manage of opportunities and risk relating to international investments, exchange rate fluctuations, international financial markets and government policy changes.

Hours: 40

Unit I (10 Hours): Environment of international Finance Importance of international finance; The determination of exchange rates and Balance of payments; The international monetary system; International financial markets and instruments.

Unit II (10 Hours): The Foreign Exchange Markets The foreign exchange market; The foreign exchange market in India; Purchasing power parity theory; Interest rate parity theory; currency forecasting.

Unit III (10 Hours): Currency Derivatives Forwards; Currency options; Currency futures; Special financial vehicles; Interest rate and currency swap.

Unit IV (10 Hours): Foreign Exchange Risk and management Foreign exchange risk and exposure management; measuring and managing transaction and translation exposure; Measuring and managing economic exposure; Management of interest rate exposure. Global Financial management International Portfolio investment; Financing of international trade; International working capital management; International project appraisal.

Suggested Readings:

1. Eitman, David K., Stonehill, Arthur, Moffet, Michael H., Multinational Business Finance, Pearson Education, 2007
2. Madura, Jeff, International Corporate Finance, Cengage (Thomson) Learning, 2007
3. Levi, Maurice, D., International Finance (2nd Ed), McGraw Hill, 1990
4. Shapiro, Alan, C., Multinational Financial Management, 8th ed. Wiley

5. Apte, P.G., International Financial Management, Tata McGraw Hill, 2006

COURSE OUTCOMES : After completion of this course, the student will be able to

	COURSE OUTCOMES DESCRIPTION
CO1	<i>Able to understand international capital and foreign exchange market</i>
CO2	<i>Able to identify and appraise investment opportunities in the international environment</i>
CO3	<i>Able to Identify risk relating to exchange rate fluctuations and develop strategies to deal with them.</i>
CO4	<i>Able to Identify and evaluate foreign direct investment and international acquisition opportunities.</i>
CO5	<i>Able to develop strategies to deal with other types of country risks associated with foreign operations.</i>
CO6	<i>Ability to express well considered opinion on issues relating to international financial management</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA427: GLOBAL BUSINESS ENVIRONMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- *To give students understanding about the various constituents of global business environment.*
- *To study the benefits and cost of globalization.*
- *To study economics of regional trading blocs and multilateralism.*
- *To study the various exchange rate regimes and their respective advantages and disadvantages.*

Hours: 40

Hrs Unit I (10 Hrs): MNEs and International Business environment Nature of business environment; components of international business environment; MNEs and internationalization; environmental scanning for international business; forces of globalization and modes of entry.

Unit II (10 Hrs): International Economic Environment The components and characteristics of international economic environment; the transnational economy; trading environment of international business; FDI and their Impact on the Economy

Unit III (10 Hrs): The Political and legal environment: The regulatory and legal environment of business; basic principles of international law for business; areas of legal environment of particular concern to MNEs

Unit IV (10 Hrs): Cross-cultural environment of Business Analysis; country risk analysis; the cultural environment of international business; cross cultural challenges and complications; culture shock and international business

Ethical Issues in international Business The Ethical and social responsibility of international business; bribery and corruption; competitive strategy and international business environment; an overview of India's business environment

Suggested Readings:

1. The international Business Environment Prentice Hall of India, Anant, K. Sundaram and J. Stewart Black, New Delhi 1996
2. International Business: Environments and Operations, Daneils, John D. and Lee H. Radebaugh, Pearson Education, 11th edition, New Delhi, 2007
3. International Business Environment, Cherunilam, Francis, 3rd edition, Himalya Publishing, 2007
4. International Management, Hudgell and Luthans McGraw-Hill
5. The Global Business Environment, Monir H. Tayeb, New Delhi, Sage Publications

COURSE OUTCOMES : After completion of this course, the student will be able to

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Able to understanding about the various constituents of global business environment.</i>
CO2	<i>Able to understand various exchange rate regimes and their respective advantages and disadvantages.</i>
CO3	<i>Able to explain the concept of the various constituents of environment and their impact on businesses.</i>
CO4	<i>Able to understand investment theories, exchange rate theories and regional trading bloc theories and their impact on economic welfare.</i>
CO5	<i>Able to analyse the principle and he different exchange rate regimes' impact on businesses.</i>
CO6	<i>Ability to integrate the concept and opening economies of developing countries like India through RTB and multilateral route (WTO).</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA428: INTERNATIONAL LOGISTICS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *To understand Marketing logistics concept, objective, scope and its elements.*
- *To understand Interface between international marketing and logistics & supply chain management.*
- *Role of transport in logistics.*
- *Concept of customer service.*

Hours: 40

UNIT I (10 Hours): Introduction Objectives, Key tasks of logistics, Role of Government in controlling international trade and its impact on Logistics, Different type of Ships, Shipping Routes, Operating Ships-Linear and Tramp, Organization of Shipping Company

UNIT II (10 Hours): Volume and value of World Trade, World Tonnage, Flags of Convenience, Conference System, Chartering, Principles of Freight Rates, Linear Freight Structure, TrampFreight Structure, Shipping Agents, Freight Brokers, Freight Forwarders Stevedores

UNIT III (10 Hours): Ports in India, Ports InfrastructureDevelopment, Shipping Association, Shipment of Govt. Controlled Cargo, Concept of Containerization, Classification of Constraints in

Containerization,
n, I.C.D's

UNIT IV (10 Hours): Concept of Air Transport, Air Cargo, Tariff Structure, I.A.T.A. Air freight insurance, International air freight tariffs, AWB (Air Waybill), Main airports ofthe world, International Contracts, Terms of Payment, Incoterms.

Suggested Readings:

1. International Logistics, Pierre David, Biztantra
2. Logistic Management, Donald & David, Tata McGraw Hill
3. Strategic Logistic Management, Lambert, D et al, Tata McGraw Hill

COURSE OUTCOMES : After completion of this course, the student will be able to

COURSE OUTCOMES DESCRIPTION	
CO1	<i>Able to understand marketing logistics concept, objective, scope and its elements.</i>
CO2	<i>Able to understand Interface between international marketing and logistics & supply chain management..</i>
CO3	<i>Able to demonstrate an understanding of the role of logistics management in international supply chains.</i>
CO4	<i>Able to Identify the activities, which go to make up the 'links' in an international supply chain.</i>
CO5	<i>Able to evaluate the relative merits of using each of the most commonly used transport modes and judge which is most appropriate in different circumstances</i>
CO6	<i>Ability to describe multi-modal logistics and demonstrate an understanding of when it is appropriate.</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

HOSPITALITY SPECIALIZATION

MBA 331: INTRODUCTION TO TOURISM INDUSTRY

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- *To outlining the multi-faceted nature of tourism and the need for an integrated approach to its study and management*
- *To developing a conceptual basis for the study and management of tourism*
- *To examining key issues and their inter-relationships by reference to selected examples*
- *To fostering critical and creative thinking about theory and practice in tourism*
- *To encouraging students to adopt a structured, enquiring approach to the study of tourism.*

Hours: 40

UNIT I (10 Hrs): Tourism; Tour; Tourist; Visitor; Excursionist; Domestic; International; Inbound; Outbound; Destination. Growth of Tourism / Evolution /History of Tourism & Present status of tourism in India.

UNIT II (10 Hrs): Constituents of Tourism Industry, Primary Constituents, Secondary Constituents, The 4 A's of Tourism – Attraction, Accessibility, Accommodation, Amenities, Career Opportunities for tourism professionals

Infrastructure of Tourism: Role of Transport in Tourism, Modes of Transport: Road, Rail, Air, Sea. Types of Accommodation – Main & Supplementary

UNIT III (10 Hrs): Types of Tourism: Types of Tourism: - Various Motivators Holiday, Social & Cultural, MICE Religious, VFR (Visiting Friends and Relatives), Sports, Political, Health,

Senior Citizen, Sustainable Tourism, Alternative Tourism: Eco Tourism, Agro Rural Tourism

UNIT IV (10 Hrs): The Impact of Tourism: Economic Impact – Employment generation, Foreign Exchange Earnings, multiplier effect, Leakage, Infrastructure development. Social, Cultural & Political Impact – Standard of living, passport to peace, International understanding, Social Integration, Regional Growth, National Integration. Environmental Impact – Tourism pollution & control, wild life & bird sanctuaries & their protection for tourist industry.

Suggested Readings:

1. *Tourism: Principles, Practices and Pilosophies*, Goeldner, C.R and Brent Ritchie, J.R. (2003). (9th ed). Hoboken, NJ: John Wiley and Sons, Inc

2. *Tourism Development: Principles, Processes and Policies*, Gartmer, W.C. (1996). Hoboken, NJ: John Wiley & Sons, Inc.
3. *An Introduction to Tourism*, Lickorish, L.J. and Jenkins, C.L. (1997).. Butterworth- Heinemann.
4. *Dynamics of Tourism*, Kaul: (New Delhi, Sterling)
5. *The Tourism system an Introductory Text*, Mill and Morrison – (1992) Prentice Hall
6. *Tourism, Principles and practices*, Cooper, Fletcher, (1993) Pitman
7. *Tourism, Past, Present and Future*, Burkart and Medlik (1981) Heinemann, ELBS
8. *Dynamics of Tourism* P.S. Gill, (4 Vols) Anmol Publication
9. *Tourism Evolution Scope Nature & Organization*, P.C. Sinha, Anmol Publication

Course Outcomes:

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>CO1</i>	<i>Able to recognize the complexity of tourism both as an industry and a field of study</i>
<i>CO2</i>	<i>Able to identify and describe the roles of public, private, and third sector entities involved in the global and national tourism industry.</i>
<i>CO3</i>	<i>Think systematically, critically, and creatively about selected tourism concepts, including the ethics of tourism management</i>
<i>CO4</i>	<i>Consider tourism models, cases, and examples in an analytical manner</i>
<i>CO5</i>	<i>Locate, record, organise, and analyse relevant tourism information from a variety of library- and web-based sources</i>
<i>CO6</i>	<i>Research, plan, and produce written work that meets academic standards</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 332: HOSPITALITY AND TOURISM PLANNING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

The course will expose students to the Tourism policy of India, and those of a few famous Indian states.

Hours: 40

UNIT I (10 Hrs): Understanding tourism markets & travellers experience; Tourism service marketing mix; New perspectives on tourism marketing; Destination branding- tools & techniques; Tourist buying behaviour, travel purchase; Travel agents & tour operators; Tourism Marketing Research and Information Forecasting.

UNIT II (10 Hrs): Strategic Marketing of tourism Services in competitive market; Developing tourism service concepts: core & supplementary elements; Ensuring accessibility of tourism products through physical and electronic channels; Tourism pricing and revenue management; Educating and engaging customers and promoting the value proposition.

UNIT III (10 Hrs): Designing and managing the tourism service customer interface: Service process, Service Encounter and Service Blue Print; Balancing Demand and capacity; Tourism Service Recovery and customer feedback; Crafting the Tourism service environment; Managing People for Tourism Service Advantage.

UNIT IV (10 Hrs): Identifying, acquiring & Managing Relationships in tourism sector; Service Leadership; Tourism in Global Perspective, Principal Driving Force in Global Marketing of Tourism services; Contemporary trends in tourism marketing, Role of India Tourismdevelopment Corporation; Overseas promotion-Incredible India, IBEF.

Suggested Readings:

1. Tourism Marketing, Choudhary - (Oxford Higher Education) 2015
2. Marketing for Hospitality & Tourism, Kumar Prasanna - (Mc Graw Hill) 2015

Course outcomes:

- *Expose the students how to formulate the tourism policy.*
- *Discuss the different phases of Indian tourism policy making journey.*
- *Provide Knowledge of making plans and steps of planning for tourism development.*
- *To make the students understand the nature of international tourism agreements.*
- *To critical examine the role and need of public, private partnership in tourism sector.*

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA431: TRAVEL AGENCY AND TOUR OPERATORS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course objective: The course aims at imparting basic knowledge about travel industry to students with the skills to deal with travel agencies and travel operations.

Hours: 40

UNIT I (10 Hrs): The Tourism Organizations: Objectives, Role & function of: Government Organizations: DOT, ITDC, MTDC, ASI, TFCI. Domestic Organizations: TAAI, FHRAI, IATO. International Organizations: WTO, IATA, PATA. NGO: Role of NGO in making responsible tourists.

UNIT II (10 Hrs): The Travel Agency: Meaning & Definition of Travel Agent. Types of Travel Agent: Retail & Wholesale. Functions of Travel Agent. Provisions of Travel Information, Ticketing, Itinerary Preparation, Planning & Costing, Settling of Accounts, Liaisons with service providers, Role of Travel Agent in promotion of Tourism.

UNIT III (10 Hrs): The Tour Operator: Meaning & Definition, Types of Tour operator: Inbound, Outbound & Domestic, Tour Packaging – definition, components of a tour package. Types of Package Tour: Independent Tour, Inclusive Tour, Escorted Tour, Business Tour, Guides & escorts – Their role and function Qualities required to be a guide or escort.

UNIT IV (10 Hrs): Travel Formalities & Regulations, Passport – Definition, issuing authority, Types of Passport, Requirements for passport. Visa – Definition, issuing authority, Types of visa Requirements for visa. Health Regulation – Vaccination, Health Insurance. Economic Regulation – Foreign Exchange

Itinerary Planning: Definition, Steps to plan a Tour, Route map, Transport booking, Accommodation reservations, Food facilities, Local guide / escort, Climate / seasonality, Shopping & cultural show, Costing Assignments

1. Preparation of Itinerary – 2 days, 7 days for well known tourist destinations. 2. Preparation of passport, visa, requirements 3. Field visit to a Travel Agency, Airport etc.

Suggested Readings:

1. Introduction to Travel & Tourism-Michael M. Cottman Van Nostrand Reinhold New York, 1989
2. Travel Agency & Tour Operation Concepts & Principles-Jagmohan Negi - Kanishka Publishes, Distributors, New Delhi, 1997
3. International Tourism – Fundamentals & Practices -A. K. Bhatia –Sterling Publishers Private Limited, 1996
4. A Textbook of Indian Tourism -B. K. Goswami & G. Raveendran -Har – Anand Publications Pvt. Ltd.
5. Dynamics of Modern Tourism -Ratandeep Singh -Kanishka Publishes, Distributors, New Delhi, 1998

6. Tourism Development, Principles and Practices -Fletcher & Cooper-ELBS

Course outcomes:

- *knowledge and skills on the operations and management of tour and travel segments of tourism industry including trends and contemporary issues in the travel industry.*□
- *knowledge about the various factors influencing the tour operator industry including setting up of travel agencies and legal aspects in travel and tour operations.*□
- *knowledge and skills of tour operator's products which includes travel, transfer and accommodation planning.*□
- *knowledge about the various active organisations involved in the active development of the travel and tour operations across the globe.*□
- *Equip them with skills of how to manage tour and travel related procedures and activities enabling them to become effective managers.*□

Employable Skills	Measuring Tools
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MBA432: HOSPITALITY INFORMATION SYSTEM

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- *Help to prepare students to meet the challenges associated with Hospitality Information Systems with in the Hospitality Industry.*□
- *Gain an insight into workings of computer systems used in the hospitality industry*□
- *Identify the use and knowledge in the significance of information technology to an enterprise.*□
- *Introduce and apply training on Point of Sale Systems.*□

Hours: 40

UNIT I (10 Hours): Understanding Information Systems, Computer Hardware for Hospitality, Computer Software for Hospitality: Word processing programs, Spread-sheet application programs, Database Programs, General-Purpose application programs, Business Software for Hospitality Organizations.

UNIT II (10 Hours): Computer networks for Hospitality: Introduction, Networking Data Resources, Computer Networks-Topologies, Network Connections, Telecommunications Media, Network Operating Systems-Intranets and Extranets.

UNIT III (10 Hours): Hospitality Management and Internet: E-Commerce, E-Information and Distribution =Systems, E- Business Strategies and Solutions.

UNIT IV (10 Hours): Hospitality Functional Applications-Computer Reservation Systems (CRS) and Global Distribution Systems (GDS), Property Management Systems & Point-of Sale Systems, Accounting Control and Production Systems.

Suggested Readings:

1. Hospitality Information Systems and E-commerce- Dana V. Tesone , John Wiley and Sons , 2005 1st Ed.
2. Management Information System - James O' Brien, Tata McGraw Hill, 2008,12th Ed.
3. E-Commerce and Information Technology in Hospitality and Tourism- Zong Qing
4. Zhou, Delmar learning – a division of Thomson learning incorporation , 2003 ,1s

Course Outcomes:

- *Identify and describe the functions and features performed by a central reservation system and the reservation system of a property management system.*□
- *Describe and interpret management reports that pertain to reservation systems.*□
- *Identify features and functions of an energy management system, point of sale system, call accounting system, electronic locking systems, guest operated devices and relevant interface systems*□
- *Identify describe and explain the features and functions of the Food and beverage applications, and accounting applications*□
- *Identify describe and explain the purpose of information management as it pertains to the industry, how systems are selected and what are the requirements of these.*□
- *Identify environmental, electronic, and operational threats to information systems and how to implement systems security.*□

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA433: TOURIST PRODUCT DESIGN & DESTINATION DEVELOPMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Objective : To help students to understand about tourism planning process, strategy, and policies and about importance of tourism planning and marketing at national level and understand problems relating to tourism and its development in India.

Hours:

40 Unit I(10Hrs): Tourism product development: conceptual background. Tourism product designing, development issues and considerations. Marketing considerations for sustainability of tourism product- interpretation.

Development of destination. Principles of destination development. Concerns for destination planning. Stages in destination designing and management.

Unit II (10 Hrs): Cultural tourism product: designing, development, issues and considerations
Religious tourism product: designing, development, issues and considerations
Heritage tourism product: designing, development, issues and considerations.

Unit III (10 Hrs): Medical and health tourism product: designing, development, issues and considerations. Special interest tourism product: designing, development, issues and considerations
Cruises as tourism product: designing, development, issues and considerations.

Unit IV (10 Hrs): Ecology and wildlife tourism product: designing, development, issues and considerations. Adventure tourism product: designing, development, issues and considerations. Beaches and islands as tourism product: designing, development, issues and considerations. Resorts, types of resorts. Resort as a tourism product: designing, development, management, issues and considerations.

Suggested Readings:

1. Tourism Planning: Basic, Concepts and Cases, C.Gunn, Cognizant Publications,2002
2. Destination branding: Creating the Unique Proposition, Nigel Morgan, Annette Pritchard, Roger Pride, Butterworth and Heinemann.,2001
3. The Tourism Area Life Cycle v. 1: Applications and Modifications’, Richard W.Butler, Channel View Publications, 2006
4. Tourism SMEs, Service Quality and Destination Competitiveness’ Claire(Edt) Haven Tang, Eleri Ellis(EDT) Jones, CABI Publishing,2005
5. Tourism in Destination Communities, Shalini (EDT) Singh, Dallen J.Timothy, Ross Kingston Dowling, CABI Publishing, 2003
6. The Competitive Destination : a sustainable tourism perspective, Geoffrey Ian Crouch, JR Brent Ritchie, Horst-Herbert G Kossatz, CABI Publishing,2003
7. Tourism and recreation Development C.B.I. Baud Boy Munuel and Lawson (1976) Pub.6
8. In the wake of Tourism special places in Eight countries, The Conservation Foundation, Bosselman Fred P.1979, Washington D.C.

9. Tourism & Development Bouyden Jahn N. Cambridge University Press, London. 1978
10. A Plan for Managing Tourism in Bahamas Islands Checa K. Co.. Washington D.L. 1969

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 434: Strategic Hospitality Management

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Description:

This course provides an in-depth examination of strategic management principles and their application in the hospitality industry. Students will learn how to formulate, implement, and evaluate strategies for hospitality organizations. Topics include environmental analysis, competitive analysis, strategic direction, growth strategies, strategic alliances, and global hospitality management.

Course Objectives:

Upon successful completion of this course, students will be able to:

1. Understand the strategic management process and its importance in the hospitality industry.
2. Analyze the external and internal environments of hospitality organizations.
3. Formulate strategies for hospitality organizations based on environmental analysis.
4. Evaluate and implement strategic alternatives for hospitality organizations.
5. Develop strategic plans for growth, diversification, and global expansion.
6. Understand the role of strategic alliances and mergers & acquisitions in the hospitality industry.
7. Assess the ethical and social responsibility considerations in strategic decision-making.

Course Outline:

Unit 1:

Introduction to Strategic Management in Hospitality

- Defining strategy and strategic management
- The strategic management process
- Importance of strategic management in the hospitality industry
- Environmental Analysis
- Analyzing the external environment (PESTEL)
- Analyzing the industry environment (Porter's Five Forces)
- Analyzing the internal environment (SWOT)

Unit 2:

Strategy Formulation

- Business-level strategies (cost leadership, differentiation, focus)
- Corporate-level strategies (growth, diversification, integration)
- Global strategies for hospitality organizations

Strategy Implementation

- Organizational structure and design
- Strategic leadership and corporate culture
- Resource allocation and management control systems

Unit 3:

Strategic Evaluation and Control

- Measuring organizational performance
- Strategic control and continuous improvement
- Corporate governance and ethics in strategic management

Strategic Alliances and Mergers & Acquisitions

- Types and rationale for strategic alliances
- Mergers, acquisitions, and divestments in hospitality
- Managing strategic alliances and M&A activities

Unit 4:

Global Hospitality Management

- Globalization and the hospitality industry
- Entering and managing global operations
- Strategies for multinational hospitality corporations

Certainly! Here are some suggested readings for "Strategic Hospitality Management":

Suggested Readings:

1. "Strategic Management for Hospitality and Tourism" by Fevzi Okumus, Levent Altinay, and Prakash Chathoth: This book provides a comprehensive overview of strategic management principles specifically tailored for the hospitality industry.
2. "Hospitality Strategic Management: Concepts and Cases" by Cathy A. Enz: This text offers a blend of theoretical insights and practical applications, with case studies illustrating strategic management concepts in real-world hospitality settings.
3. "Strategic Hospitality Leadership: The Asian Initiative" by Justin Paul and Akshay Joshi: Focused on the Asian hospitality industry, this book explores strategic leadership strategies and their implementation within the unique cultural and business context of Asia.
4. "Hospitality Strategic Management: Concepts and Cases" by Michael D. Olsen, Jinlin Zhao, and Robert C. Cooper: This book delves into the strategic management process within hospitality organizations, covering topics such as competitive advantage, strategic planning, and performance measurement.
5. "Strategic Management in Hospitality" by Richard N. Clodfelter: Offering insights into strategic decision-making processes within the hospitality sector, this book addresses key issues such as globalization, sustainability, and technology integration.
6. "Hospitality Strategic Management: Concepts and Cases" by Russell Arthur Smith: Smith's book provides a strategic perspective on various aspects of hospitality management, including marketing, operations, and human resources, with practical case studies to illustrate key concepts.
7. "Strategic Hospitality Management: Theory and Practice for the 21st Century" by Ioannis S. Pantelidis: This text explores the strategic challenges and opportunities facing the hospitality industry in the modern era, with a focus on practical strategies for success.

RETAIL SPECIALIZATION

MBA 341: RETAIL SCIENCE

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *To give a detailed overview of the Retailing Industry in India.*□
- *To familiarize the students with the practices related to retailing.*□
- *Making the students understand the importance of retailing in current context.*□
- *To make them aware about models of retailing.*□
- *Describing in detail the differences between online and offline retail.*□
- *To discuss the latest trends prevalent in the retail industry.*□

Hours: 40

Unit-I (10 Hrs):

New dimensions of retail sale, Developing and Sustaining Relationship in Retailing, Organized Vs Unorganized Retailing, Contemporary Retail Strategies, Changing retail landscape-Impact of Socio-cultural, Demographic, Economic variables, Trading Area Analysis, Store Location and Site, Retail Buying Strategies.

Unit-II (10 Hrs):

Retail Aesthetics, Store Atmospherics- moments of truth, physical evidence, Store Design, Store Fittings, Management of Floor space, Visual Merchandising, Product Range Management, Consumerism. Ethics in Retailing, Multichannel Retailing, Impact of Retailing on Human Resource and Career growth in Retailing.

Unit-III (10 Hrs):

Financial Objectives and Dimensions, GMROI, Strategic Profit Model, Success of Private Labels Brands and its role the success of Retail Store.

Unit-IV (10 Hrs): Corporate Social Responsibility, Retail Research and Audit, Insurance, Consumer Protection Act, Torts Harassment, Health, Safety, Security Hazards – Material, Equipment's, Cash, Pilferage, External Threats, Safety Gadget.

Text and Reference Books

1. Retail Management: A Strategic Approach, Barry Berman & Joel R. Evans PHI, 2007, 11th Ed.
2. Retailing Marketing, Dravid Gilbert, Prentice Hall - Pearson Education 2007, 2nd Ed.
3. Retail Management, Gibson G. Vedamani, Jaico Publishing House 2004, 9th Ed.
4. Retailing Management, Michael Levy, Barton A. Weitz & Ajay Pandit:, TMH 2008, 2nd Ed.
5. Retailing Management- Swapna Pradhan: TMH 2009, 3rd Ed.

Course Outcome:

- *Explain and discuss the general concepts of organized and unorganized retailing.* □
- *Understand the typical challenges faced by retailers in India.* □
- *Understand the nuances of buying behaviour of consumers towards retail buying.* □
- *Explain the concepts of segmentation, targeting and positioning in framing cutting edge marketing strategies in the retail set-up.* □
- *Understand online and offline retailing.* □

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 342: PRICING AND BRANDING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- *To give a detailed overview of Pricing in the Retail Industry in India.*□
- *To familiarize the students with the practices related to pricing and branding.*□
- *Making the students understand the importance of pricing in retailing.*□
- *To make them aware about methods and strategies of branding.*□
- *Describing in detail the various pricing strategies.*□
- *To discuss various implications of in effective pricing methods and strategies.*□

Unit-1

Pricing Policies Concept and Strategies, Factors influencing Pricing, Mark ups and Mark downs, Price Awareness, Price Sensitivity, Cost and Price decisions.

Unit-2

Differential Pricing, Promotional Pricing, Pricing and PLC, Product Line Pricing, Transfer Pricing, Bundle Pricing, Retail Pricing: A Deep Cut Strategy, an Alternative Strategy, Charm Prices, Trading Stamps

Unit-3

Price Management and Psychology, Vertical Price Management, Bait and Switch Pricing, Retail Price Management: Pricing of Individual Items, Price Management and Cross-Product Effects, Price Promotions in Retail, The Role of Price Image of stores.

Unit-4

Retail Positioning and Branding, Role of Retail Brands, Store Brands, Positioning and Proposition of a Brand, Counterfeit or Copy Cat Brands, Corporate Branding, Brand Extension

Text and Reference Books

1. Pricing - F. Livesey: The Macmillan Press Ltd. (Unit I &II)
2. Price Management - Hermann Simon: Elsevier Science Publisher B.V. (Unit III)
3. Retail Store Management Problems Donald Kirk David, M.B.A.: - A. W. Shaw Company
4. Retail Management: A Strategic Approach Barry Berman & Joel R. Evans: - PHI 2007
5. Retailing Marketing David Gilbert, , Prentice Hall - Pearson Education 2007(Unit IV)
6. Retailing Management, Michael Levy, Barton A. Weitz& Ajay Pandit -TMH, 2008

Course Outcomes:

- *Explain and discuss the general concepts of retail pricing.* □
- *Understand the typical challenges faced by retailers with respect to pricing.* □
- *Understand various strategies of pricing.* □
- *Explain various methods of pricing and branding.* □
- *Understand pricing in online and offline retailing.* □

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 441: INTERNATIONAL RETAILING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- *To understand various aspects of international retailing and trends.*□
- *To developing skills in the identification, analysis and solution of the problems encountered.*□
- *To understand theories and practice of international retailing abroad and its subsequent effects in India.*□

Hours: 40

UNIT I (10 Hrs): International retailing growth prospects, Products and Services Retailing in International Market, Branding Decisions- International Products and Services Strategies, International Retail Structure, Motives and Reasons for Internationalization, Direction of Expansion, Market Entry methods, Typology of International Expansion

UNIT II (10 Hrs): Shopping at World Class Stores, Cultural Influence on International Retailers, International Management, Emerging Themes and Niches, Market Selection and Growth, Stages of Internationalization, Internal Opportunities, Entry Strategies: Export, Franchising/Licensing, Acquisitions and Mergers, Joint Ventures, Organic Growth

UNIT III (10 Hrs): International Market Environment: PESTL, Motives for International Retailing, Marketing Research: Factors, Problems, Process, Marketing Planning for Differing International and Regional Requirements

UNIT IV (10 Hrs): Competing and Competitive Advantages in Foreign Market, Career in Foreign

Markets, Attitude Scaling Techniques- Multi Attribute model- Multidimensional Scaling- Conjoint analysis

Suggested Readings:

1. Globalization of Business- Practice and Theory Abbas J Ali, Jaico Publishing House, 2003, 2nd Ed.
2. International Retailing Nicolas Alexander: Blackwell Business Publishers Ltd, 1997, 2nd Ed.
3. International Retailing S.L. Gupta & Arun Mittal: Excell Books, 2010, 1st Ed.

4. Principles of Retail Management Rosemary Varley & Mohammed Rafiq: Macmillan 2005, 2nd Ed.
5. Retail Management - A Strategic Approach-Barry Berman & Joel R. Evans: PHI, 2007, 11th Ed.
6. Retailing Marketing, David Gilbert: Prentice Hall - Pearson Education 2007, 2nd Ed.
7. Retail Management - Gibson G. Vedamani: Jaico Publishing House 2004, 9th Ed.
8. Retailing Management- Michael Levy, Barton A. Weitz& Ajay Pandit, TMH 2008, 2nd Ed.

Course Outcomes:

- *Identify the key concepts and issues pertaining to retail environment of firms and their retail marketing strategies including store composition, location, target customers, merchandise management, human resource and logistical needs.* □
- *Analyze retail opportunities or problems globally using trading area analysis, site selection procedures, merchandise management & planning and marketing research techniques.* □
- *Apply adaptations to the marketing mix to meet the needs of retail management. Design the retail business in various sectors.* □
- *Identify the various back-end aspects of retail business.* □

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA442: MERCHANDISING AND MALL MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objective:

- Detailed outline of Malls and its design and retail components.□
- Special emphasis is given to the practical aspects.□
- To impart skills necessary for taking up positions in Mall administration.□

Hours: 40

UNIT I (10 Hrs): Merchandise Assortments, Role and Responsibilities of Merchandiser, Forecasting Sales, Developing Assortment Plans, Merchandising Planning System: Stale Merchandise, Fashion Merchandise, Bin Management, Beginning of the Month (BOM), End of the Month (EOM) Merchandiser Skills and Profile

UNIT II (10 Hrs): Buying Merchandising: Methods of Planning and Calculating, Merchandise Sourcing & Allocation, Evaluating Merchandise Performance, Multiple Attribute Methods and Category Management

UNIT III (10 Hrs): Inventory Levels, Fashion, Season, Theme, Pattern, Support Services, Merchandise Budget, Vender Negotiating in Purchase, In Store Merchandise Handling, Buying for Chain Stores, Non Store, Single/Independent Store, Visual Merchandising and its Role, Shrinkages

UNIT IV (10 Hrs): Introduction to Malls: History, Types, Growth, Dynamics, Concepts in Mall Design, Site Selection, Market Analysis, Commercial Lease, Tenant Mix, Maintenance Management

Entertainment in Shopping, Shopping Centres, Aspects in Security, Aspects in Quality Management, Quantifying Mall Performance

Suggested Readings:

1. Mall Management, Abhijit Das: - Taxmann’s, 2006, 2nd Ed.
2. Retail Management, Barry Berman & Joel R. Evans: A Strategic Approach, PHI 2007, 11th Ed.
3. Retailing Marketing, Dravid Gilbert: Prentice Hall Pearson Education, 2007, 2nd Ed.
4. Retail Management, Gibson G. Vedamani: Jaico Publishing House, 2004, 9th Ed.
5. Retailing Management Michael Levy, Barton A Weitz & Ajay Pandit: - TMH, 2008, 2nd Ed. 6. Retailing Management- Swapna Pradhan: TMH, 2009, 3rd Ed.

Course Outcomes:

- *Develop skill to manage the products in retail store.*□
- *Develop detail understanding of merchandising & its importance*□
- *Prepare to make merchandise plan.*□
- *To enable to procure right merchandise*□
- *Able to perform categorization in the merchandise*□
- *Comprehend the mall architecture and mall project handling*□ □ *Selecting the mall locations and identify the catchment areas*□

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA 443: ACQUIRING MAINTAINING AND RETAINING CUSTOMER

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Hours: 40

UNIT I (10 Hrs): New Dimensions of Relationship Management in Business, Transactional Marketing to Relationship Marketing, Understanding Customer, CRM as a Strategic Marketing tool, Customer Life Cycle management, Methods and Tools for Customer Acquisition, ACTMAN model

UNIT II (10 Hrs): Sustaining relationship with Customer, CRM Structures, CRM Cycle, Stakeholders in CRM, CRM Comprehension and Implementation Model, e CRM, Managing Customer Satisfaction, Customer Satisfaction Models and Practices, Rationale of Customer Satisfaction, Measuring Customer Satisfaction, KANO Model Loyalty Ladder, Loyalty and its relationship with customer satisfaction, RaiSrivastava model of customer loyalty formation

UNIT III (10 Hrs): Managing Customer Retention, Customer retention and Brand Loyalty, customer recall strategies, customer experience management, Implication of Employee Customer Affinity, Customer Engagement, Employee-Organisation Relationship, Employee-Customer Linkage, Factors effecting employee's customer oriented behaviour, Essentials of building employee relationship

UNIT IV (10 Hrs): Dynamics of Information Technology in developing and sustaining relationship with Customers, e CRM, Rural CRM, customer relationship management practices in retail industry, Customer Service Initiatives

Suggested Readings:

1. Customer Relationship Management: Concepts and Cases Alok Kumar Rai : (Second Edition)- PHI Learning
2. Customer Relationship Management Simon Knox, Adrian Payne, Stan Maklan: - Routledge Inc.
3. Customer Relationship Management Bhasin- (Wiley Dreamtech)
4. Customer relationship management handbook Dyche- prentice hall
5. Customer relationship management Peelan- prentice hall
6. Customer relationship management Kristin Anderson, Carol Kerr :, McGraw-Hill Professional
7. Customer Relationship Management Chaturvedi- (Excel Books)
8. Customer relationship management Concepts, Tools, & Applications Sheth J N, Parvatiyar A. and Shainesh G., Emerging, Tata McGraw-Hill Education
9. Customer Relationship Management Lumar- (Wiley India)

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA444: RETAIL ANALYTICS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

HOURS:40

UNIT I(10 Hrs): Retailing in the Digital Era: New Age Retailing, Digital Consumers Characteristics –interconnected , involved, interconnected, co-creation, collaboration, Customer Data – Big Data, Business Analytics, Customer Insights, Data Characteristics - Variety, Volume, Velocity, Veracity. Critical issues in Modern day Retail, The Digital organization, Retail analytics for decision making, Informed and Risk-Aware Decisions , Benefits of Retail Analytics – Informed Decisions, Risk mitigation, Gaining visibility , Retail Analytics for Strategic – Tactical and Operational decisions.

UNIT II(10 Hrs): Marketing in a Consumer-Driven Era: Understanding Consumer Buying Behaviour and Trends , Leveraging customer data, Putting information in context, Clicking with consumer communities, Keeping content in mind, From personalization to commerce. Data sources: Customer, Retailer, Supplier, Market, Web, Mobile, Social, Call Centres,. Looking at Unstructured Data: The unstructured data challenge, Recognizing the untapped analytics opportunity, Customer-Driven Decision Making, Content Analytics in Action, Understanding Affinities between Products and Customers, Advanced affinity analysis, Market basket analysis, Understanding customer preferences , Anticipating the customer’s next move, Improving Retail Promotions.

UNIT III(10 Hrs): Merchandising Analytics: Assortment planning , Geospatial Analytics, Product placement, Space Optimisation, Product adjacency, Aligning store-level assortment with demand, Category Intelligence, Developing dynamic retail assortments, Prioritization of Product categories.

Marketing Analytics: Marketing Mix ROI, Promotions – Promotional Maturity Curves, Pricing – Price per segment, Margin, Profitability, Personalisation, Campaigns, Marketing Return Curves, Scenario Analysis, Driving better P&L analyses, Managing Incentive Compensation.

UNIT IV(10 Hrs): Supply Chain Analytics: Creating a Demand-Driven Supply Chain, Gaining Visibility across the Supply Chain, Resolving Operations Problems Primitively , Logistics, Inventory, Supplier performance, Demand forecasting, Vendor Intelligence, Vendor Rankings, Fulfilment Intelligence, Inventory Diagnostics, Shrinkage, Optimization opportunities.

Store operations analytics : Using Analytics to Optimize Staffing Plans, Drilling into HR analytics, Customer Traffic, Store Performance Dashboards, Local Market Analytics, Online Offline Analytics, Sales Trends, Brand Performance, Account Performance Forecasts.

Customer View: Customer Insights, Omni channel insights, Personalization, merchandise Data sources, including operations and supplier.

Suggested Text Books:

1. Retail Analytics – The Secret Weapon, Emmett Cox
2. Behaviour Analytics in Retail, Ronny Max Mahogany Beckford
4. The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance, Fisher and Raman
5. The Strategy and Tactics of Pricing: A Guide to Growing More Profitably, Nagle, Hogan and Zale, Prentice-Hall
6. Competing on Analytics, Davenport, Harris
7. The New Rules of Retail: Competing in the World's Toughest Marketplace, Lewis and Dart
8. Sales Promotions, Neslin, Marketing Science Institute

	<i>COURSE OUTCOMES DESCRIPTION</i>
<i>CO1</i>	ENUMERATE the characteristics, opportunities and challenges of New Age Retailing and Digital Consumers.
<i>CO2</i>	UNDERSTAND Consumer Buying Behaviour and Trends in new age retailing.
<i>CO3</i>	USE various kinds of data for performing Retailing Analytics.
<i>CO4</i>	ILLUSTRATE the use of various tools and frameworks for predictive retail analytics.
<i>CO5</i>	DERIVE a variety of metrics and quantify key outcomes in multiple areas of Retail.
<i>CO6</i>	BUILD value for Retail and Marketing by deriving Marketing ROI metrics.

HEALTHCARE MANAGEMENT SPECIALIZATION

MBA351: HOSPITAL PLANNING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

- To expose students to modern hospital planning techniques, including quality, application, and implementation. □
- To focuses on hospital infra & extra structure and departments in health care and public health organizations. □

Hours: 40

Unit-I (10 Hrs): Types of Hospital Organisation & Statutory Requirements for Planning, Steps in Hospital Planning: Need Assessment, Appointment of Planning Teams/Consultants, Appointment of Architect, Size of the Hospital, Design of the Hospital, and Selection of the Contractor

Unit-II(10 Hrs): Preparation of Architect's Brief Selection of the Size, Preparation of the Master plan, Preparation of Schedule of Accommodation Layout, Grouping, Zoning & Phasing of Activities, Circulation & Movements of Patients, Staff, Visitors.

Unit-III(10 Hrs): Planning for: Out Patient Department/Accident/Emergency, Indoor accommodation, Ward design, Bed wise planning, special requirements of certain departments such as ICU, OT, Paediatric, Maternity ward.

Unit-IV (10 Hrs): Planning for Water supply, Electricity, Drainage & Sewage disposal, Planning for equipment's & Purchase. Planning for various categories of Staff, Administrative action for Appointment, Training

Suggested Readings:

1. Hospital Planning & Administration – WHO Monograph Series 54 – By R. Llewelyn, Davis & H.M.C. Macaulay – Indian Edition – Jaypee Brothers, New Delhi.
2. Hospital & Nursing Homes : Planning, Organisation, & Management – By Syed Amin Tabish – Jaypee Brothers, New Delhi.
3. Principles of Hospital Administration & Planning – By B.M. Sakharkar – Jaypee Brothers.
4. Hospital Administration – By C.M. Francis & Marioc Desouza – Jaypee Brothers, New Delhi.
5. Hospital Administration & Planning – By A.G. Chandorkar – Paras Medical Publisher.
6. Hospitals Planning, Design & Management – By Kunders&Gopinath.
7. Healthcare System & Management – By S.L. Goel – Deep & Deep Publisher.
8. Management of Hospital – By S.L. Goel& R. Kumar – Deep & Deep Publisher.

Course Outcomes:

- *Hospital planning & Management candidate are involved in the business aspects of health care service delivery.*□
- *Duties vary and may include planning and coordinating department activities in personnel and staffing, purchasing, public relations, fund raising, accounting, and program evaluation.*□
- *They develop and implement budgets, analyze all types of data, and assure compliance with regulatory agency requirements or others work in marketing, finance, insurance, and information systems in health care and related organizations.*□
- *By the end of the course, you will have learned how to develop, implement, and evaluate a strategic plan for a healthcare facility, and you will have gained advanced skills for organizational success, leadership, and effectiveness and efficiency techniques.*□

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA352: MEDICAL TERMINOLOGY & PROCEDURES

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- To provide students with an advanced understanding of healthcare related medical terms. □
- To effectively identify, understand, and utilize medical terms as they will be applicable in the field of healthcare. □

Hours: 40

Unit-I (10 Hrs): Fundamentals of Medical Terminology: Word Roots, Prefix, Suffix, Abbreviations & Symbols. Introduction to Anatomy & Physiology Organs & Systems: Gastro Intestinal, Respiratory, Circulatory, Renal, Reproductive, Nervous

Unit-II (10 Hrs): Common Diseases & Procedures: Gastro Intestinal, Cholecystitis, Cholelithiasis, Appendicitis, Intestinal Obstruction, Hernia, Peritonitis, Gastroscopy: Endoscopy, Laparotomy, Laparoscopy.
Common Diseases & Procedures: Respiratory, Tuberculosis, Bronchial Asthma, Respiratory Failure, Pulmonary Embolism, Pneumonia, Bronchoscopy, Pulmonary Function Test, Cardio-Pulmonary Resuscitation.

Unit-III (10 Hrs): Circulatory: Hypertension, Coronary Artery Disease, Arrhythmias, Cardiac Arrest Shock. Deep Vein Thrombosis (DVT), ECG, 2D Echo Cardiogram, Coronary Angiography, Cardiac Catheterisation, Stress Test, Pacemaker.

Renal: Nephrotic Syndrome, Urinary Tract Infection, Renal Failure, Renal / Bladder Stones
Intravenous Pyelography, Cystoscopy, Urinalysis, Haemodialysis, Peritoneal Dialysis.

Unit-IV(10 Hrs): Reproductive: Female – Breast Cancer/Self Examination, Menstrual Disorders, Dysmenorrhoea, Premenstrual Syndrome (PMS), Menorrhagia Ovarian Cyst, Fibroids, Malignancy, Infertility Mammography, Ultra Sound, Laparoscopy, IVF, Tubectomy, D&C. Male - Prostate Enlargement, Hydrocele, Impotence, Transurethral Resection of Prostate (TURP)
Nervous: Stroke (Cerebro Vascular Accident), Brain Tumor, Brain Injuries, Spinal Cord Injuries, Lumbar Puncture, Myelography, CT Scan, MRI, EEG, EMG
Oncology: Investigations

- Principles of Anatomy & Physiology – By Gerard J. Tortora.
2. Anatomy & Physiology in Health & Illness – By Anne Waugh – Churchill Livingstone.
 3. Anatomy & Physiology for Nurses – By Evelyn Pearce – Indian Edition – Jaypee Brothers, New Delhi.
 4. Dorland’s Pocket Medical Dictionary.
 5. Taber’s Cyclopedic Medical Dictionary – Fadavis Philadelphin.
 6. Medical Manual of Anatomy – By Sampath Madhyastha – CBS Publication.

Course Outcomes:

- *Identify, pronounce, and spell medical terms.*□
- *Use terms in context; utilize prefixes, suffixes, root words, and plurals to construct medical terms.*□
- *Analyze medical terms.*□
- *Translate abbreviation and interpret symbols.*□
- *Demonstrate ability to analyze words by dividing them into component parts.*□
- *Identify and employ terms pertaining to the body as a whole.*□
- *Demonstrate ability to apply new knowledge to understanding medical terms in their proper contexts.*□
- *Differentiate among the various classes of drugs and learn their actions and side effects.*□
- *Differentiate among various laboratory tests, clinical procedures, and clinical healthcare professionals.*□

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA451: HOSPITAL ADMINISTRATION

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- *To make understand the principles and practice of management.*□
- *To review basic theories of management and management process.*□
- *To understand basic concepts of health, healthcare, health services, healthcare organizations, hospitals, history and types.*□
- *To understand role of healthcare managers, need and importance of hospital administrator and structuring of healthcare besides the emerging concepts / current issues in healthcare.*□

Hours: 40

Unit-I (10 Hrs): Routine Admission/Discharge Procedures/Discharge Summary, Hospital Utilisation Statistics: Average Length of Stay (ALS), Bed Occupancy, Rare, Turn Over Interval. Daily Reports / Returns: Hospital Census, Matron's Report, Medical Officer's Report, Casualty Report, Medico-Legal Cases, Report from ICU / ICCU, Security Report, Maintenance Department Report: OT List

Unit-II (10 Hrs): Patient's Complaints, Medical Certificates. Hospital Committees: Role, Composition, Frequency of Meetings, Minutes of the Meetings, Follow up Actions. Patient Satisfaction Survey: Interviews, Questionnaires, Observations, Group Discussions, Patient Opinion Polls, Report Writing. Duty Roster of various categories of Staff, Availability of Materials: Critical Items, Stock Level, Procurement Methods. Administration of Patient Related Schemes: Medical Insurance (Cashless Benefit), CGHS, ECHS, CSMA, TPA, ESI.

Unit-III (10 Hrs): Front Office: Duties & Responsibilities: Duties & Responsibilities of the Hospital Administrator/CEO- In Profit Making Hospitals and In Non-Profit Making Hospitals Disaster Management/Disaster Plan, Marketing of Hospital, Telephone Courtesy, Guest Lectures, Organisation of Camps, Seminars, Workshops, Continuous Medical Education, Public Participation.

Unit-IV (10 Hrs): Hospital Security: Staff, Patients, New born babies, Female staff/Patients, Stores. Application of Hospital Information System (HIS) & Management Information System (MIS), Negotiation Skills: Purchase of Stores / Equipment, Union Matters, Collective Bargaining. Hospital Waste Management, Methods of Infection Control, Fire Fighting, Dealing with Crisis Situation like Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners. Standard Operating Procedures (SOPs).

Sana's Guidelines for Hospital Infection Control – By Mohd. S. Khan – Jaypee Brothers, New Delhi.

2. Hospital Waste Management & its Monitoring – By Madhuri Sharma – Jaypee Brothers, New Delhi.
3. Medical Stores Management – By Shakti Gupta & Sunil Kant - Jaypee Brothers, New Delhi.
4. Medical Records, Organisation & Management – By G.P. Mogli – Jaypee Brothers, New Delhi.
5. Emergency Medical Services & Disaster Management – By D.K. Dave & Shakti Gupta – Jaypee Brothers, New Delhi.
6. Hospital Waste Management – By A.G. Chandorkar – Paras Medical Publisher.
7. Hospital Infection Control – By S.A. Tabish – Academia, New Delhi.

Course Outcomes:

- *Accept professional management practice in healthcare.* □
- *Understand the theories of management.* □
- *Understand the management process and integrated approach in management Manage service organizations by accepting the inbuilt challenges.* □
- *Manage hospitals by understanding the complexity, levels and role of hospital administrator.* □
- *Understand the current issues that have an implication in administration Practice hospital administration.* □

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA452: LAWS RELATED TO HOSPITAL & MEDICAL SERVICES

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Course Objectives:

1. Learn the basic legal terms applicable to hospitals and healthcare
2. Understand the code of medical ethics and medical negligence
3. Be aware of the different Acts related to patient management

Hours: 40

Unit-I(10 Hrs): Introduction & Legal Procedures: Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons. Medico Legal Aspects of Emergency Services, Inquest: Police Inquest, Magistrate's Inquest.

Criminal Courts in India & their Powers: General Important Legal Knowledge Pertaining to IPC, CRPC, Civil PC, Evidence Act.

Unit-II(10 Hrs): Introduction to Indian Constitution: Preamble, Fundamental Rights, Rights & Responsibilities of Medical Person, Hippocratic Oath, Declaration of Geneva.

List of Offences & Professional Misconduct of Doctors, as per Medical Council of India, Organisational & Procedural Laws: Indian Contract Act, Nursing Home-Registration Act, Birth-Death Registration Act, Labour Laws Applicable to a Hospital, Indian Trade Union Act 1926/Industrial Dispute Act 1947, The Bombay Shops & Establishment Act, The Workmen's Compensations Act, The Industrial Employment (Standing Orders) Act 1946.

Unit-III(10 Hrs): Medical Establishment, Professional Negligence, Errors & Commission, Insurance Policy, General Claims Procedure, Laws Related to Medical Procedures: Medical Termination of Pregnancy Act 1971(MTP Act), Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act), Consumer Protection Act 1986, Medical Negligence & Compensation, Medical Ethics/Doctor Patient Relationship.

Unit-IV (10 Hrs): Preventive Steps for Doctors/Hospitals to Avoid Litigation: Consent Form, Life Support, Dying Declaration, Death Certificate, High Risk, Post Mortem.

Illustrative Cases of Medical Negligence in India: Surgery, OBST/GYNAEC, Medicine, Paediatrics, Other Disciplines/Anaesthesia, Legal Requirements of Licences/Certificates for a Hospital.

Parikh's Text Book of Medical Jurisprudence & Toxicology – By Dr. C.K. Parikh – CBS Publications.

2. Medical Negligence & Compensation – By Jagdish Singh – Bharat Law, Jaipur.
3. Medical Negligence & Legal Remedies – By Anoop K. Kaushal – Universal.
4. Medical Termination of Pregnancy Act.
5. Preconception & Prenatal Diagnostic Techniques (Prohibition of sex selection) Act 1994.
6. Organ Transplant Act.
7. The Consumer Protection Act 1986.
8. Indian Trade Union Act 1926.
9. Industrial Dispute Act 1946.
10. Medico-legal Aid to Hospitals & Doctors, with Consumer Protection Law – By M.S. Pandit&ShobhaPandit – Pandit Publications.
11. Opening the Domains of Laws – By Adv. SeemaBapat.
12. Modi's Book on Medico Jurisprudence & Toxicology.

COURSE OUTCOMES

- *Acquaint the students about the death certificate issuing procedure and its content, importance of death certificate.*□
- *Know about malpractice in health care CO3:Understanding about medical jurisprudence*□
- *Know about patient's Rights and provider's responsibility.*□

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA453: HEALTH CARE & ADMINISTRATION OF CLINICAL & NON-CLINICAL SERVICES

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

Hours: 40

UNIT I (10Hrs): Health Administration in India, Health Care Delivery System, National Health Policy, National Health Programmes: Tuberculosis's control Programme, Dots, Programme for control of Blindness, Family welfare programme, AIDS control programme, role & functions of, National AIDS Control Organisation (NACO).

UNIT II (10Hrs): Epidemiological Triad, Levels of Disease Prevention: Research Methodology, Radiology Services, Pathology & Clinical Laboratory, Central Sterile Supply Department, Laundry & Linen Services, House Keeping Services, Disposal of Biomedical Waste

UNIT III (10Hrs): Kitchen Canteen Services, Medical Records Department, Engineering Services: Maintenance of Building, Campus & Utilities, Biomedical services, Fire safety.

UNIT IV (10Hrs): Quality Management in Health Care: Quality control, ISO, ISO standards, Hospital Accreditation, Role of Quality Council of India (QCI), National Accreditation Board of Hospitals (NABH). Billing, Clamming, Insurance Companies/Employers, Public Relations

Suggested Readings:

1. Park's Text Book of Preventive & Social Medicine –By K. Park - BanarasidasBhanot, Jabalpur.
2. Essential of Hospital Support Services & Physical Infrastructure – By Madhuri Sharma – Jaypee Brothers, New Delhi.
3. Hospital Services Management – By S.K. Parthsarathi – K.J. Hospital, Madras.
4. Medical Records Organisation & Management – By G.P. Mogli – Jaypee Brothers, New Delhi.
5. Management Information System – By Waman s. Javdekar – McGraw Hill.
6. Total Quality Management – By V.V. Gopal – ICFAI University Press.
7. Marketing – RogaKerin& Steven W. Hartcey – McGraw Hill.
8. Methods of Bio-statistics – By Rao.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA454: Entrepreneurship in Pharma and Healthcare

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

Course Objectives:

- This course is designed for students who want to learn about idea development, entrepreneurship, and start-up processes within the pharmaceuticals area.
- This course is designed for students who want to learn about idea development, entrepreneurship, and start-up processes within the pharmaceuticals (and related (bio) technologies) area.
- This Course is designed for students who want to learn about idea development, entrepreneurship, and start up processes within the pharmaceuticals (and related biotechnologies) area.
- To achieve this objective, the curriculum is focused on various aspects and function of pharmaceutical industry.

Course Outcomes:

CO1 To harness participant's potential to think of new ways of looking at complex Problems, to apply innovative solutions, and develop entrepreneurial models.

CO2 Respond positively and effectively to problems in unfamiliar contexts.

CO3 Apply new ideas, methods and ways of thinking

CO4 Engage with a range of stakeholders to deliver creative and sustainable solutions to specific problems.

COS Communicate effectively both orally and in writing.

CO6 Work effectively with colleagues with diverse skills, experiences and be able to Critically reflect on own practice. Consider the ethical and environmental issues and responsibilities which managers take into account when making decisions.

Course Content:-

Unit-1

The concept of innovation and entrepreneurship in Pharmacy, Defining innovation, Differences between invention and innovation, Product innovation and process innovation, Radical and incremental innovation

Unit-2

Myths of innovation and creativity (The heroic innovator, the creative muse, the linear model of innovation, the inability of established businesses to be creative and innovative.

Unit-3

The Creative Process and Entrepreneurial Mind, The Entrepreneurial Process and The Entrepreneur, Innovation and entrepreneurship, The entrepreneur Profile analysis behavior and motivations, The entrepreneurial ecosystem in Pharmacy sector, Entrepreneurs and strategic decisions

Unit-4

Phases in entrepreneurship, Meaning and evaluation, Community and entrepreneurship, Social determinants of entrepreneurial growth Pricing meaning, Factor affecting pricing of Drugs, Pricing objective, Pricing methods; Channels of Distribution Characteristics, Importance, Selection, Types of channels, Promotion: Promotion mix, Advertising, Publicity, Sales promotion, Personal selling.

Text and Reference Books-

1. CREATIVITY, INNOVATION AND ENTREPRENEURSHIP Effective Thinking Skills for a Changing World by Edward Lumsdaine, Martin Binks 2016 Entrepreneurship and Small Business: Start-up. Growth and by Paul Burns-2010
2. Innovation and Entrepreneurship by Peter Drucker. 2014
3. Desired-Entrepreneurial Development by S S Khanka 2016

PROJECT MANAGEMENT SPECIALIZATION

MBA371: PROJECT FORMULATION AND APPRAISAL

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

OBJECTIVE:

To study and understand the formulation, costing of construction projects, appraisal, finance and private sector participation.

HOURS:40

UNIT I (10 Hrs): PROJECT FORMULATION: Project – Concepts – Capital investments - Generation and Screening of Project Ideas - Project identification – Preliminary Analysis, Market, Technical, Financial, Economic and Ecological - Prefeasibility Report and its Clearance, Project Estimates and Techno-Economic Feasibility Report, Detailed Project Report – Different Project Clearances required.

UNIT II (05 Hrs): PROJECT COSTING : Project Cash Flows – Time Value of Money – Cost of Capital.

UNIT III (15 Hrs): PROJECT APPRAISAL: NPV – BCR – IRR – ARR – Urgency – Pay Back Period – Assessment of Various Methods – Indian Practice of Investment Appraisal – International Practice of Appraisal – Analysis of Risk – Different Methods – Selection of a Project and Risk Analysis in Practice.

UNIT IV (10 Hrs): PROJECT FINANCING AND PRIVATE SECTOR

PARTICIPATION: Project Financing – Means of Finance – Financial Institutions – Special Schemes – Key Financial, Indicators – Ratios. Private sector participation in Infrastructure Development Projects - BOT, BOLT, BOOT -Technology Transfer and Foreign Collaboration - Scope of Technology Transfer.

REFERENCES:

1. Barcus, S.W. and Wilkinson.J.W., "Hand Book of Management Consulting Services", McGraw Hill, New York, 1986.
2. Joy P.K., "Total Project Management - The Indian Context", New Delhi, Macmillan India Ltd.,1992
3. Prasanna Chandra, "Projects – Planning, Analysis, Selection, Implementation Review", McGraw Hill Publishing Company Ltd., New Delhi. 2006.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA372: CONSTRUCTION PLANNING, SCHEDULING AND CONTROL

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
	Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

OBJECTIVE:

To study and understand the concept of planning, scheduling, cost and quality control, safety during construction, organization and use of project information necessary for construction project.

HOURS: 40

UNIT I(10 Hrs): CONSTRUCTION PLANNING: Basic Concepts in the Development of Construction Plans – Choice of Technology and Construction Method – Defining Work Tasks – Defining Precedence Relationships among Activities – Estimating Activity Durations – Estimating Resource Requirements for Work Activities– Coding Systems.

UNIT II(10 Hrs): SCHEDULING PROCEDURES AND TECHNIQUES: Construction Schedules – Critical Path Method – Scheduling Calculations – Float – Presenting Project Schedules – Scheduling for Activity-on-Node and with Leads, Lags, and Windows – Scheduling with Resource Constraints and Precedences – Use of Advanced Scheduling Techniques – Scheduling with Uncertain Durations – Calculations for Monte Carlo Schedule Simulation – Crashing and Time/Cost Tradeoffs – Improving the Scheduling Process.

UNIT III(10 Hrs): COST CONTROL, MONITORING AND ACCOUNTING: The Cost Control Problem – The Project Budget – Forecasting for Activity Cost Control – Financial Accounting Systems and Cost Accounts – Control of Project Cash Flows –Schedule Control – Schedule and Budget Updates – Relating Cost and Schedule Information.

UNIT IV(10 Hrs): QUALITY CONTROL AND SAFETY DURING CONSTRUCTION: Quality and Safety Concerns in Construction – Organizing for Quality and Safety – Work and Material Specifications – Total Quality Control – Quality Control by Statistical Methods – Statistical, Quality Control with Sampling by Attributes – Statistical Quality Control with Sampling by Variables– Safety.

REFERENCES:

1. Calin M. Popescu, Chotchai Charoenngam, "Project Planning, Scheduling and Control in Construction: An Encyclopedia of terms and Applications", Wiley, New York, 1995.
2. Chitkara, K.K. "Construction Project Management: Planning, Scheduling and Control", McGraw-Hill Publishing Company, New Delhi, 1998.
3. Chris Hendrickson and Tung Au, "Project Management for Construction – Fundamental Concepts for Owners, Engineers", Architects and Builders, Prentice Hall, Pittsburgh, 2000.
4. Halpin, D. W., "Financial and Cost Concepts for Construction Management", John Wiley & Sons, New York, 1985.
5. Willis, E. M., "Scheduling Construction Projects", John Wiley & Sons, 1986.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA471: CONSTRUCTION PERSONNEL MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
	Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

OBJECTIVE:

To study the various aspects of manpower management such as man power planning, organization, human relations, welfare and development methods in construction.

UNIT I MANPOWER PLANNING

Manpower Planning process , Organizing, Staffing, directing, and controlling – Estimation, manpower requirement – Factors influencing supply and demand of human resources – Role of HR manager – Personnel Principles.

UNIT II ORGANISATION

Requirement of Organization – Organization structure – Organization Hierarchical charts – Staffing Plan - Development and Operation of human resources - Managerial Staffing – Recruitment – Selection strategies – Placement and Training.

UNIT III HUMAN RELATIONS AND ORGANISATIONAL BEHAVIOUR

Basic individual psychology – Approaches to job design and job redesign – Self managing work teams – Intergroup – Conflict in organizations – Leadership-Engineer as Manager – al aspects of decision making – Significance of human relation and organizational – Individual in organization –Motivation – Personality and creativity – Group dynamics, Team working – Communication and negotiation skills.

UNIT IV WELFARE MEASURES

Compensation – Safety and health – GPF – EPF – Group Insurance – Housing - Pension – Laws related to welfare measures. Managing New Technologies – Total Quality Management – Concept of quality of work life – Levels of change in the organizational Development – Requirements of organizational Development – System design and methods for automation and management of operations – Developing policies, practices and establishing process pattern – Competency up gradation and their assessment – New methods of training and development – Performance Management.

REFERENCES:

1. Carleton Counter II and Jill Justice Coutler, "The Complete Standard Handbook of Construction Personnel Management", Prentice-Hall, Inc., 1989.
2. Charles D Pringle, Justin Gooderi Longenecter, Management, CE Merrill Publishing Co. 1981.
3. Dwivedi R.S, "Human Relations and Organizational Behavior", Macmillian India Ltd.,2005.
4. Josy.J. Familaro, "Handbook of Human Resources Administration", McGraw-Hill International Edition. 1987.
5. Memoria,C.B., "Personnel Management", Himalaya Publishing Co., 1997.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA472: CONSTRUCTION PROJECT MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
	Attendance – 12 Marks
Credits: 4	End Semester Exam – 70 marks

OBJECTIVES:

To study the various management techniques for successful completion of construction projects. To study the effect of management for project organization, design of construction process, labour, material and equipment utilization, and cost estimation.

UNIT I THE OWNERS' PERSPECTIVE

Introduction - Project Life Cycle - Types of Construction - Selection of Professional Services - Construction Contractors - Financing of Constructed Facilities - Legal and Regulatory Requirements - Changing Environment of the Construction Industry - Role of Project Managers.

UNIT II ORGANIZING FOR PROJECT MANAGEMENT

Project Management – modern trends - Strategic Planning - Effects of Project Risks on Organization - Organization of Project Participants -Traditional Designer-Constructor Sequence –Professional Construction Management - Owner-Builder Operation - Turnkey Operation - Leadership and Motivation for the Project Team.

UNIT III DESIGN AND CONSTRUCTION PROCESS

Design and Construction as an Integrated System - Innovation and Technological Feasibility - Innovation and Economic Feasibility - Design Methodology - Functional Design - Construction Site Environment.

UNIT IV LABOUR, MATERIAL AND EQUIPMENT UTILIZATION

Historical Perspective - Labor Productivity - Factors Affecting Job-Site Productivity - Labour Relations in Construction - Problems in Collective Bargaining - Materials Management - Material Procurement and Delivery - Inventory Control - Tradeoffs of Costs in Materials Management. - Construction Equipment - Choice of Equipment and Standard Production Rates - Construction Processes Queues and Resource Bottlenecks.

REFERENCES:

1. Chitkara, K.K. "Construction Project Management: Planning, Scheduling and Control", Tata McGraw-Hill Publishing Company, New Delhi, 1998.
2. Choudhury S , "Project Management", McGraw-Hill Publishing Company, New Delhi, 1988.
3. Chris Hendrickson and Tung Au, "Project Management for Construction – Fundamental Concepts for Owners, Engineers, Architects and Builders", Prentice Hall, Pittsburgh, 2000.
4. Frederick E. Gould, "Construction Project Management", Wentworth Institute of Technology, Vary E. Joyce, Massachusetts Institute of Technology, 2000.
5. George J.Ritz , "Total Construction Project Management" - McGraw-Hill Inc, 1994.

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA473: PROJECT SAFETY MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

OBJECTIVES:

To study and understand the various safety concepts and requirements applied to construction projects.
To study the of construction accidents, safety programmes, contractual obligations, and design for safety.

UNIT I CONSTRUCTION ACCIDENTS

Accidents and their Causes – Human Factors in Construction Safety – Costs of Construction Injuries – Occupational and Safety Hazard Assessment – Legal Implications.

UNIT II SAFETY PROGRAMMES

Problem Areas in Construction Safety – Elements of an Effective Safety Programme – Job-Site Safety Assessment – Safety Meetings – Safety Incentives.

UNIT III CONTRACTUAL OBLIGATIONS

Safety in Construction Contracts – Substance Abuse – Safety Record Keeping. Owner's responsibility for safety – Owner preparedness – Role of designer in ensuring safety – Safety clause in design document

UNIT IV DESIGNING FOR SAFETY

Safety Culture – Safe Workers – Safety and First Line Supervisors – Safety and Middle Managers
– Top Management Practices, Company Activities and Safety – Safety Personnel – Sub contractual Obligation – Project Coordination and Safety Procedures – Workers Compensation.

REFERENCES:

1. Jimmy W. Hinze, "Construction Safety", Prentice Hall Inc., 1997.
2. Richard J. Coble, Jimmie Hinze and Theo C. Haupt, Construction Safety

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

RURAL AND AGRICULTURAL SPECIALIZATION

MBA376: RURAL ECONOMY

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

UNIT I (10 hrs): Rural Economy - Rural - Urban disparities-policy interventions required – Rural, Face to Reforms - The development exercises in the last few decades.

UNIT II (10 hrs): Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers – Buying Decision process - Rural Marketing Information System - Potential and size of the Rural Markets.

UNIT III (10 hrs): Selection of Markets - Product Strategy - Product mix Decisions – Competitive, Product strategies for rural markets.

UNIT IV (10 hrs): Pricing strategy - pricing policies - innovative pricing methods for rural markets -promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

References

1. **Balaram Dogra & Karminder Ghuman**, RURAL MARKETING: CONCEPT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*
2. **A.K. Singh & S. Pandey**,RURAL MARKETING: INDIAN PERSPECTIVE, *New Age International publishers, 2007*
3. **CSG Krishnamacharylu & Laitha Ramakrishna**, - RURAL MARKETING, *Pearson Education Asia. 2018*
4. **Philip Kotler**, MARKETING MANAGEMENT, *Prentice - Hall India Ltd. New Delhi*
5. **Agarwal A.N**, INDIAN ECONOMY, *Vikas Publication, New Delhi.*
6. **Ruddar Dutt Sundaram**, INDIAN ECONOMY, *Tata McGraw Hill. Publishers, New Delhi*

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA377: BASICS OF RURAL AND AGRICULTURAL MARKETING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

UNIT I (10 hrs): Rural Marketing - Characteristics and Dimensions, Increasing business interest in the rural hinterlands of the country, problems in Rural Marketing. Assessing the trends in Rural Marketing.

UNIT II (10 hrs): Product decisions for rural markets, catering to the value maximization of rural customers, price and location constraints in rural markets, types of promotion methods used by companies in rural markets.

UNIT III (10 hrs): Marketing of agricultural products, Agricultural products and their types, important concepts in agricultural marketing, trends in Indian agricultural marketing,

UNIT IV (10 hrs): Rural development administration: Institutions for rural development and administration, NGOs in rural development, Information technology and village development, e-governance, Rural financing and credit systems.

Suggested Readings:

1. Rural- Marketing- Text & Cases, Krishnamacharyulu C S G, Ramakrishnan Lalitha - (Pearson) 2011, 2 e
2. New Perspectives in Rural & Ahicultural Marketing, Ramakishen Y-: Jaico publishing 2011, 2 e
3. Rural Marketing Concepts & Practices, Dogra Balram, Ghuman Karminder- (Tata Mc Graw-Hill) 2009, 4th Reprint, 1e
4. Rural Marketing- Environment Problems & Strategies, Gopaldaswamy T P- (Vikas Publishing House) 2009, Revised 3 e
5. Rural Marketing- Targeting the Non urban consumer, Velayudhan Sanal Kumar- (Response, SAGE Publication) 2002, 1 e

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA478: RURAL AND AGRICULTURAL FINANCING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

HOURS:40

UNIT I (10 hrs): Rural and Agricultural Financing – Introduction and brief overview, Scenario of Rural and Agricultural Financing in India, Credit Facility System in the hinterlands of our country, problems and bottlenecks.

UNIT II (10 hrs): Rural and Agricultural Financing – Institutions and Organizations supporting rural credit facility systems, their methods and structure, problems faced by these organizations, Emerging trends in the Rural and Agricultural Financing in India, Expanding the scope and gambit of the concept of Financial Inclusions.

UNIT III (10 hrs): Rural and Agricultural Financial Awareness and Literacy among the masses, Transparency in the Rural Financial System, Bringing an inclusive approach to the concept of Rural and Agricultural Financing.

UNIT IV (10 hrs): Self Help Groups and their role in the overall functioning of the Rural credit facility system, eliminating the role of corrupt money lenders from the rural financial system, various policies launched by the government for the improvement of the rural financial system.

References

1. **Balaram Dogra & Karminder Ghuman**, RURAL MARKETING: CONCEPT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*
2. **A.K. Singh & S. Pandey**, RURAL MARKETING: INDIAN PERSPECTIVE, *New Age International publishers, 2007*
3. **CSG Krishnamacharylu & Laitha Ramakrishna**, - RURAL MARKETING, *Pearson Education Asia. 2018*
4. **Philip Kotler**, MARKETING MANAGEMENT, *Prentice - Hall India Ltd. New Delhi*
5. **Agarwal A.N**, INDIAN ECONOMY, *Vikas Publication, New Delhi.*
6. **Ruddar Dutt Sundaram**, INDIAN ECONOMY, *Tata McGraw Hill. Publishers, New Delhi*

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA477: EVOLUTION OF AGRICULTURAL MARKETING IN INDIA

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

HOURS:40

UNIT I (10 hrs): Agricultural Marketing - Characteristics and Dimensions, Evolution of Agricultural Marketing in Indian Economy, problems related to Agricultural Marketing. Relevance and Importance of Agricultural Marketing in our country.

UNIT II (10 hrs): Marketing of Agricultural produce, Farm and Non-Farm product items, Marketable inputs and marketing of non-farm produce. Ever-increasing gambit of the scope of Agricultural Marketing in India.

UNIT III (10 hrs): Classification of agricultural products, Agricultural commodities and their types, scenario planning, role and importance of weather and climatic conditions to the overall development and sustenance of Indian Agricultural Market. Farm Planning and implementing strategies that work for the flourishing of Indian Agricultural Environment,

UNIT IV (10 hrs): Institutional support for Indian Agriculture: Institutions for agricultural development and administration, NGOs for rural agricultural development, Role of communication and information technology for agriculture and village development, multi-nodal model of agricultural development in India.

Suggested Readings:

1. Rural- Marketing- Text & Cases, Krishnamacharyulu C S G, Ramakrishnan Lalitha - (Pearson) 2011, 2 e
2. New Perspectives in Rural & Ahicultural Marketing, Ramakishen Y-: Jaico publishing 2011, 2 e
3. Rural Marketing Concepts & Practices, Dogra Balram, Ghuman Karminder- (Tata Mc Graw-Hill) 2009, 4th Reprint, 1e
4. Rural Marketing- Environment Problems & Strategies, Gopaldaswamy T P- (Vikas Publishing House) 2009, Revised 3 e
5. Rural Marketing- Targeting the Non urban consumer, Velayudhan Sanal Kumar- (Response, SAGE Publication) 2002, 1 e

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA476:DISTRIBUTION STRATEGIES FOR RURAL AND AGRICULTURAL MARKETING

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week	Class Test -12Marks
Tutorials: 1 hrs./Week	Teachers Assessment - 6Marks
Credits: 4	Attendance – 12 Marks
	End Semester Exam – 70 marks

HOURS: 40

UNIT I (10 hrs): Rural Distribution prevalent in the hinterlands of the country, Introduction to the concept of rural and agricultural distribution, basic terminologies and philosophies, current scenario of rural distribution, problems and challenges.

UNIT II (10 hrs): Types of Distribution strategies commonly used in Rural India their problems and challenges, Innovation in the choice of distribution strategies used by companies for targeting rural customers, unconventional choice and selection of methods used by companies for rural distribution.

UNIT III (10 hrs): Establishing new interfaces of rural distribution – myths and realities, challenges faced by companies to sufficiently enter the rural landscape and methods used by them to solve his problem.

UNIT IV (10 hrs): Conjoint and Collateral Distribution, Parallel Group Analysis, Experimental and Non-experimental methods of rural distribution.

References

1. **Balaram Dogra & Karminder Ghuman**, RURAL MARKETING: CONCEPT & CASES, *Tata McGraw-Hill Publishing Company, New Delhi, 2008*
2. **A.K. Singh & S. Pandey**, RURAL MARKETING: INDIAN PERSPECTIVE, *New Age International publishers, 2007*
3. **CSG Krishnamacharylu & Laitha Ramakrishna**, - RURAL MARKETING, *Pearson Education Asia. 2018*
4. **Philip Kotler**, MARKETING MANAGEMENT, *Prentice - Hall India Ltd. New Delhi*
5. **Agarwal A.N**, INDIAN ECONOMY, *Vikas Publication, New Delhi.*
6. **Ruddar Dutt Sundaram**, INDIAN ECONOMY, *Tata McGraw Hill. Publishers, New Delhi*

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions

MBA495: LEGAL ISSUES IN BUSINESS

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks
Credits: 4	

Hours: 40 Course Objectives:

- To provide an overview of important laws that have a bearing on the conduct of business in India.
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.
- To understand various modes of dispute resolution in business transactions.

UNIT I (8 Hours):

Introduction - Overview and sources of Business laws in India. The Constitution of India with special reference to economic principles, provision regarding trade and commerce with special reference to provisions regarding division of powers between the Union and the states (enshrined in schedule VII and Art.246 and Art 301 to 305)

CASE- (1)The Automobile . vs The State Of Rajasthan And ..on 9 April, 1962 Equivalent citations: 1962 AIR 1406, 1963 SCR (1) 491

CASE-(2) State of Mysore vs H. Sanjeeviah on 16 January, 1967 Equivalent citations: 1967 AIR 1189, 1967 SCR (2) 361

UNIT II (8 Hours):

THE INFORMATION TECHNOLOGY ACT, 2000: Significance of E- Commerce and e-governance, business operations under this new Law. Important terms in IT Act, digital signature, certifying authority, computer resources, cyber crimes, offences and penalties.

THE RIGHT TO INFORMATION ACT, 2005: Background, importance of right to information with special reference to the Constitutional provisions, salient features covering important terms in the Act, powers and functions of information officers, transparency, rights of the citizens to get information from Public Authorities. (Central and State Government), offencesand penalties under the Act.

Case-(3) Parliament Attack Case (IT Act 2000) Equivalent Citation: AIR2005SC3820, 2005CriLJ3950, 122(2005) DLT194 (SC), (2005) 11SCC600 IN THE SUPREME COURT OF INDIA

Case-(4) Anita Vs XPDMI Institute (Right To Information Act-2005) www.tagore-engg.ac.in (RTI 2005)

UNIT III

(12 Hours):

GENERAL PRINCIPLES OF CONTRACT: Formation of contract, Agreements specially declared void by the Act. Impossible agreement. Difference between: void and voidable agreements, agreement and contract. Contract of Agency : agent, Principal, Creation of Agency, Termination of agency.

THE SALE OF GOODS ACT,1930: Sale, an agreement to sell, transfer of property in good, stipulations as conditions and warranties, doctrine of “*caveat emptor*” and doctrine of “*Nemo debet quod no habet*”, rights of unpaid seller

The Indian Contract act 1872- 16 CASE (5) Gauri Dutta Vs. Lalman Shukla, Allahabad High Court (1913)

AN DI IN 872 T, 1 AC Lalman Shukla v. Gauri Datt, Allahabad High Court (1913) 11 ALJ 489

Case- (6) Wards Vs Hobbs 1978, 4 App, Cas. 13 (Sales of Goods Act 1930)

THE CONSUMER PROTECTION ACT, 1986: Rights of a Consumer, Defects and deficiencies, services included under the Act, grievance redressal procedure by Consumer forums at District, State and National level.

UNIT IV (12 Hours):

THE LIMITED LIABILITY PARTNERSHIP ACT, 2008: Salient features of the Act, Incorporation of limited liability partnership, its rights and duties, a comparative study of Partnership and the Limited liability partnership Act.

CASE-(7) The Consumer Protection Act, 1986, Case : Gauhati Co-Operative 17 Urban - vs - Santosh Kumar Tewari and Ors. on 29 May, 1997 (Equivalent citations: (1997) 5 CompLJ 607 NCDRC)

INDIAN COMPANIES ACT, 1956 Incorporation of a company, doctrine of “*lifting the corporate veil*” memorandum of Association, articles of association, principle of “*Ultra vires*” and “*Indoor management*” difference between private and public company, different kinds of meetings, Prospectus.

CASE-(8) The Companies Act 1956), SUPREME COURT OF INDIA 20 Rajahmundry Electric ... vs A. Nageswara Rao And Others on 16 December, 1955 Equivalent citations :1956 AIR 213, 1955 SCR (2)1066

Suggested Readings:

2. S.S. Gulshan, Business Law, 14th Edition, 2008, Excel Books
3. Akhileshwar Pathak, Legal Aspects of Business, 4th edition,2009, Tata Mcgrah Hill
4. K.R. Bulchandani, Business Law for Management, 4th edition,2004, Himalaya Publishing House.
5. Avtar singh, Contract Act –10th edition,2008,Eastern Book Company
6. Bare Acts-Eastern Book Company

Course Outcomes: Upon successfully completing the course, candidates should be able to:

	COURSE OUTCOMES DESCRIPTION
C01	<i>Able to acquire a sound understanding of the legal aspects of the law affecting businesses</i>
C02	<i>Able to explain the principles of Indian Business Law and Company Law</i>
C03	<i>Able to develop reasoning abilities by applying the principles of law in the business environment</i>
C04	<i>Ability to appraise the legal environment of the organization and develop suitable strategies</i>
C05	<i>Ability to demonstrate not only theoretical/conceptual but also the knowledge in working with Corporates</i>
C06	<i>Ability to analyse a given business context using basic understanding of the applicable Acts and develop a suitable operational framework.</i>

Employable Skills	Measurement tool
Understanding of fundamentals of the legal aspects of the law affecting businesses.	Presentations, Quiz
Understanding of principles of Indian Business Law and Company Law.	Group assignment, Case study analysis
Develop reasoning abilities for applying law principles.	Group assignment, Case study analysis
Develop a suitable legal operational framework.	Quiz, Debate, Case study analysis

MBA497: Human Values & Ethics

Teaching Scheme	Examination Scheme
Lectures: 2 hrs/Week Tutorials: 0 hr/Week Credits: 2	Class Test -6 Marks Teachers Assessment – 3 Marks Attendance – 6 Marks End Semester Exam – 35 marks

Prerequisite: - Basic **requirement** for fulfillment of human aspiration.

Course Objectives:

1. To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
2. To help students initiate a process of dialog within themselves to know what they ‘really want to be’ in their life and profession
3. To help students understand the meaning of happiness and prosperity for a human being.
4. To facilitate the students to understand harmony at all the levels of human living, and live accordingly.
5. To facilitate the students in applying the understanding of harmony in existence in their profession and lead an ethical life.

Detailed Syllabus

Unit-1 Need for values education, Self Exploration, Happiness and Prosperity, Basic Features of a good human, life management.
Unit-2 Understanding Harmony in Human Being, Social Health and Concept of Dharma.
Unit-3 Understanding harmony in family and relations, Value of trust and relationship management, Role of religion in human life.
Unit-4 Understanding Harmony in environment, Role of individuals in nation building, Conscious Business.
Unit-5 Comparison of Indian and western view of ethics and values.

Course Outcomes:

After completing the course, students will be able to:

1. Understand the significance of value inputs in a classroom and start applying them in their life and profession.
2. Distinguish between values and skills, happiness and accumulation of physical facilities, the Self and the Body, Intention and Competence of an individual, etc.
3. Understand the value of harmonious relationship based on trust and respect in their life and profession.
4. Understand the role of a human being in ensuring harmony in society and nature.
5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.