ಮಂಗಳೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ

MANGALORE UNIVERSITY

(Accredited by NAAC with 'A' Grade)

ಕ್ರಮಾಂಕ/ No. : MU/ACC/CR 20/2020-21/A2

ಕುಲಸಚಿವರ ಕಛೇರಿ
ಮಂಗಳಗಂಗೋತ್ರಿ – 574 199
Office of the Registrar
Mangalagangothri - 574 199
ದಿನಾಂಕ/Date:25.11.2020

NOTIFICATION

Sub: Revised syllabus of MBA programme.
Ref: Academic Council approval vide agenda No.:ಎಸಿಸಿ:ಶೈ.ಸಾ.ಸ.1:15 (2020-21) dtd 06.10.2020.

*****

The revised syllabus of Master in Business Administration [MBA] programme which is approved by the Academic Council at its meeting held on 06.10.2020 is hereby notified for implementation with effect from the academic year 2020-21.

Copy of the Syllabus shall be downloaded from the University Website (www.mangaloreuniversity.ac.in)

REGISTRAR

To,

1. The Chairman, Dept. of Business Administration, Mangalore University, Mangalagangothri.
2. The Chairman, P.G. BOS in Business Administration, Mangalore University, Mangalagangothri.
3. The Registrar (Evaluation), Mangalore University, Mangalagangothri.
4. The Principal of the college concerned.
5. The Superintendent (ACC), O/o the Registrar, Mangalore University.
6. The Asst. Registrar (ACC), O/o the Registrar , Mangalore University.
7. Guard File.

MANGALORE UNIVERSITY
DEPRTMENT OF BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM-2019-2020

M.B.A Course Structure and Syllabi

MBA Programme Outcome:

The MBA programme is visualised to prepare graduates from different disciplines to design business solutions for problems across the various functional domains of Management; to contribute to the growth and development of the society through their research acumen and entrepreneurial skills; and to develop the requisite interpersonal skills and aptitude. More specifically, on successfully completing the program, the student will be able to:

- Demonstrate the knowledge of management science to solve complex corporate problems using limited resources.
- Review research literature, identify and analyse management problems and utilize qualitative and quantitative methods to investigate and solve critical business problems.
- Identify business opportunities, design and implement innovations in work space.
- Integrate tools and concepts from multiple functional areas like finance, marketing, operations and human resource management to solve business problems.
- Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
- Incorporate ethical principles, diversity and multicultural perspectives when making business decisions.
- Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
- Communicate effectively with all stakeholders of his role as a manager.
- Engage in independent and life-long learning.

Minimum Credits required for M. B. A. Degree

I to IV Semesters	**Hard CoreCourses**		**Soft Core Courses**		**Total**	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
	13	**52**	**10**	**40**	**23**	**92**

Minimum Courses to be registered by a student in a normal phase to successfully complete MBA Degree in four semesters.

Semesters	Hard Core Courses		Soft Core Courses		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
I	4	16	2	8	6	24
II	4	16	2	8	6	24
III	3	12	3	12	6	24
IV	2	8	3	12	5	20
Total	**13**	**52**	**10**	**40**	**23**	**92**

Minimum Courses to be registered by a student in a normal phase to successfully complete MBA Degree in ODD and EVEN semesters.

Semesters	Hard Core Courses		Soft Core Courses		Total	
	Numbers	Credits	Numbers	Credits	Numbers	Credits
ODD	7	28	5	20	**12**	**48**
EVEN	6	24	5	20	**11**	**44**
Total	**13**	**52**	**10**	**40**	**23**	**92**

FIRST SEMESTER - MBA*

Sl. No	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 401	Modern Organisation and Management	HC	4
MBAH 402	Business Accounting and Finance	HC	4
MBAH 403	Organisational Behaviour and Communication	HC	4
MBAH 404	Information Technology and Business	HC	4
MBAS 405	Economics for Managers	SC	4
MBAS 406	Soft Skills	SC	4
MBAS 407	E- Commerce	SC	4
MBAS 408	Compliance Management	SC	4
MBAS 409	Project Management	SC	4
MBAS 410	Business Analytics	SC	4
MBAS 411	Bank Management	SC	4
MBAS 412	Facility Management	SC	4

SECOND SEMESTER - MBA*

Sl. No	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 451	Human Resource Management	HC	4
MBAH 452	Marketing Management	HC	4
MBAH 453	Indian Business Environment	HC	4
MBAH 454	Business Research Methods	HC	4
MBAS 455	Operations Management	SC	4
MBAS 456	Business Ethics and Social Responsibility	SC	4
MBAS 457	Supply Chain Management	SC	4
MBAS 458	Non- Profit Management	SC	4
MBAS 459	Disaster Management	SC	4
MBAS 460	Marketing Analytics	SC	4
MBAS 461	Insurance Management	SC	4
MBAS 462	Financial Services	SC	4

THIRD SEMESTER - MBA**

Sl. No.	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 501	Entrepreneurship and Start-ups	HC	4
MBAH 502	Strategic Cost Management	HC	4
MBAH 503	Operations Research	HC	4
SOFT CORE GROUP – 1: FinancialManagement			
MBAS 504	Strategic Financial Management	SC	4
MBAS 505	Investment Analysis and Portfolio Management	SC	4
MBAS 506	Tax Planning	SC	4
SOFT CORE GROUP – 2: Marketing Management			
MBAS 507	Marketing Research and Consumer Behaviour	SC	4
MBAS 508	Promotions and Distribution Management	SC	4
MBAS 509	Retail Management	SC	4
SOFT CORE GROUP – 3: Human Resource Management			
MBAS 510	Learning and Development	SC	4
MBAS 511	Employees Relations Management	SC	4
MBAS 512	Stress Management	SC	4
SOFT CORE GROUP – 4: Banking and Insurance			
MBAS 513	Principles and Practice of Banking and Insurance	SC	4
MBAS 514	Banking and Insurance Products	SC	4
MBAS 515	International Banking	SC	4
SOFT CORE GROUP – 5: Hospital Administration			
MBAS 516	Hospital Services Management	SC	4
MBAS 517	Hospital Planning and Administration	SC	4
MBAS 518	Health Economics and Insurance	SC	4
SOFT CORE GROUP – 6: Logistics Management			
MBAS 519	Fundamentals of Logistics Management	SC	4
MBAS 520	Cargo And Freight Management	SC	4
MBAS 521	Transportation Management	SC	4

FOURTH SEMESTER - MBA**

Sl. No.	Title of the Course	Hard Core/Soft Core	Number of Credits
MBAH 551	International Business Environment	HC	4
MBAP 552	Project Report***	HC	4
SOFT CORE GROUP – 1: Financial management			
MBAS 553	Behavioural Finance	SC	4
MBAS 554	International Financial Management	SC	4
MBAS 555	Corporate Restructuring	SC	4
SOFT CORE GROUP - 2: Marketing Management			
MBAS 556	International Marketing Management	SC	4
MBAS 557	Services Marketing	SC	4
MBAS 558	Rural Marketing	SC	4
SOFT CORE GROUP - 3: Human Resource Management			
MBAS 559	Global Human Resources Management	SC	4
MBAS 560	Compensation Management	SC	4
MBAS 561	Performance Management	SC	4
SOFT CORE GROUP – 4: Banking and Insurance			
MBAS 562	Legal Aspects of Banking and Insurance	SC	4
MBAS 563	Treasury and Risk Management	SC	4
MBAS 564	Rural Banking	SC	4
SOFT CORE GROUP – 5: Hospital Administration			
MBAS 565	Quality Management in Healthcare Organisation	SC	4
MBAS 566	Legal Issues in Healthcare and Business Ethics	SC	4
MBAS 567	Health Information System	SC	4
SOFT CORE GROUP – 6: Logistics Management			
MBAS 568	International Trade Documentation and Maritime Law	SC	4
MBAS 569	Strategic Logistics Management	SC	4
MBAS 570	Warehousing, Icd and Packaging	SC	4

1. **Soft Core Courses in I and II Semesters:**

Any two soft core courses from the available Soft Cores shall be selected by a student at the commencement of I and II Semesters. The Department Council/ Affiliated College will announce at the beginning of the first and second semesters, any two or more soft core papers which will be offered during I and II semesters depending upon the availability of faculty and the demand for soft core courses. The minimum number of students opting for a soft core course should be ten.

2. **Elective Groups:**

Any one ***group*** from the available **Soft Core Groups** shall be selected by a student at the commencement of III Semester. Once a group has been selected, no change in the selected group will be allowed later in the fourth semester. The Department/ Affiliated College will announce at the end of the second semester, any one or more Soft Core Groups which will be offered during III and IV semesters depending upon the availability of faculty members and the demand for soft core group. A Soft Core Group can be offered if there are minimum ten students opting for that group.

***** Project Work:**

A student in the third semester shall register for a Project Work which carries 4 credits in the fourth semester. **Work load for Project Work is one contact hour per student per week for the teacher.** The student shall do field work and library work in the remaining 3 credit hours per week.

Evaluation of Project report

1) 30 marks viva –voce examination and 70 marks final report evaluation.
2) Viva voce examination shall be conducted by the BOE in the department.

Question paper pattern

1. **Theory paper pattern:**

Section- A

One compulsory question (1 x 15 =15)

Section- B

Five out of eight questions. (5 x 8 =40)

Section-C

One compulsory question (case study/practical question) (1 x 15 =15)

2. **Practical paper pattern:**

Section- A

Two out of three questions (2 x 10=20)

Section- B

Three out of five questions. (3 x 12 = 36)

Section-C

One compulsory question (case study/practical question) (1 x 14 =14)

Note: The following papers are practical in nature and practical question paper pattern will be used in the semester examinations.

MBAH 402. MBAS 410, MBAH 454, MBAS 460, MBAS 462, MBAH 502, MBAH 503, MBAS 504, MBAS 505, MBAS 506, MBAS 554, MBAS 555.

*****

I SEMESTER

MBAH 401: MODERN ORGANISATION AND MANAGEMENT

Workload : 4 hours per week - Total credits 04
Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To understand basic management concepts and principles
2. To Analyzethe core management roles, skills, and functions
3. To make students knowledgeable about historical developments.
4. To provide theoretical aspects, and managerial process.
5. To prepare students about the practical applications of management.
6. To provide insight into core strategic management concepts.
7. To prepare students for the competitive business world

Course Outcomes

1. Acquire knowledge on the evolution of Management discipline
2. Have understanding about the management concepts.
3. Be able to solve the problems of organizations in an integrated manner.
4. Understand the management challenges in the changing business world.
5. Comprehending & correlating all of the management roles that occur around with basic management concepts and principles.
6. Understand the overview of its management, management theory and practical applications.
7. Students should get a clear idea about the Strategic Management concept, its relevance, characteristics, nature, process and purpose.

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

Module 1, Basic Concepts: Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills; How Is the Manager's Job Changing?, Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job.

Module 2, Planning: Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments

Module 3, Organizing: Organization, Organizational Structures, Principles of Work Specialization , Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations.

Module 4, Decision Making: The Decision-Making Process - Identifying a Problem - Identifying

Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, the Role of Intuition, and the Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach, Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision- Making Biases and Errors. Effective Decision Making - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision.

Module 5, Controlling: Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices.

Module 6, Corporate strategy-A review of theory and practice - Analyzing the environment - the basics- Analyzing markets, competition and co-operation-Developing customer driven strategy. Analyzing the resources - the basics - Analyzing human resources - Analyzing financial resources - Analyzing operations resources

Module 7, The purpose of the organization: Purpose shaped by vision, leadership and ethics - Purpose emerging from knowledge, technology and innovation - Purpose delivered through corporate and business objectives

Module 8, Developing the strategies and the implementation process: Developing strategic options-the prescriptive process - Strategy evaluation and development- the prescriptive process - Finding the route forward- emergent and prescriptive approaches - Organizational structure and style people issues; Resource allocation, strategic planning and control - Government, public sector and not-for-profit strategies - International expansion and globalization strategy - Strategy dynamics and entrepreneurial strategy - Managing strategic change - Building a cohesive corporate strategy.

Reference Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wechrich, Tata Mc GrawHill.
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.
4. Richard Lynch, Corporate Strategy, Prentice Hall, 2006
5. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
6. Management – Text & Cases, Satya Raju, PHI, New Delhi.
7. Management, Richard L. Draft, Thomson South-Western
8. Pearce John A and Robinson Richard B-Strategic Management- McGrawHill.
9. Porter Michael E.-Competitive Strategy- Free Press Publication

****

MBAH 402: BUSINESS ACCOUNTING AND FINANCE

Workload: 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives:
1. Explain basic accounting principles, Financial Statements features, and basic accounting terminology.
2. Explain and use of accounting equation and how the equation is related to the financial statements.
3. Prepare basic financial statements and explain how the basic statements express themselves.
4. To assess the plans for investments.
5. Analyzing the decision on capital structure and dividend.
6. To recognize an organization's work capital management.
7. To provide with the sources of finance.

Course: Outcomes
1. Demonstrate theoretical knowledge and its application in real time accounting.
2. Demonstrate knowledge regarding accounting principles and its application.
3. Independently undertake financial statement analysis and take decisions.
4. Understand the basic financial concepts.
5. Evaluate the investment decisions.
6. Analyze the capital structure and dividend decisions.
7. Estimate working capital requirements.

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

Module 1, Accounting Concepts, Principles, Bases and Policies: Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and Profit & Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting- ***Accounting Standards*** - Scope and functions of Accounting Standards Board-International Financial Reporting System.

Module 2, Accounting Mechanics: Meaning of double entry accounting- Classification of accounts under Traditional approach and under Accounting Equation approach- Transactions and events-Meaning and roles of debit and credit- writing up Journals, passing journal entries, Introduction to various Secondary Books of account- Posting to Ledger- Depreciation methods and accounting- Preparing Trial balance, Adjustment entries

Module 3, Company Accounts: Final Accounts: Introduction , Adjustments before preparing final accounts , Depreciation , Bad Debts and accounting treatment of bad debts , Provision for doubtful debts , Reserves for Discount on Debtors and Creditors , Closing Stock-***Preparation of Trading Account***, Profit and Loss Account and Balance Sheet as Per Companies Act.

Module 4, Financial Statement Analysis: Meaning and type of Financial statement-Analysis and interpretation of financial statements-Types of financial analysis- Techniques of financial analysis- Limitations-Ratio Analysis, Meaning of Ratios, Classification of ratios, Advantages and Limitations, ***Inter firm and Intra firm comparison using ratio analysis,***Meaning of Funds Flow statement, Preparation of Funds flow statement, Uses and limitations of funds flow statements- Cash flow analysis, preparation of Cash flow statement, Utility and Limitations of Cash flow statements.

Module 5, Business Finance: Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager.

Module 6, Working Capital Management: Meaning of Working Capital, its components& types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method)

Module 7, Capital Structure: Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types.

Module 8, Capital Budgeting: Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR.

Reference Books:

1. Ghosh T.P., Financial Accounting for Management, TMH, 2000.
2. Khan and Jain, Accounting for Management TMH, 2001.
3. R. Narayanaswamy - Financial Accounting - A managerial perspective Prentice Hall India Pvt., Ltd., 2003
4. Prasanna Chandra. Financial Management, Tata McGraw Hill, New Delhi.
5. Khan andJain, Financial Management,
6. I M Pandey, Financial Management, (Vikas Publishing House Pvt.Ltd)
7. Bhattacharya S.K., John Dearden - Accounting for Management text and cases - Vikas publishing house, New Delhi, 2001
8. S.N. Maheshwari- Principle of Management Accounting: Sultan Chand & Sons, New Delhi, 2010
9. Managerial Accounting, Dr. Mahesh Abale and Dr. ShriprakashSoni
10. Financial Accounting for Management: Shankarnarayanan, Ramanath- CENGAGE Learning
11. Financial Accounting for Managers, Sanjay Dhmija, Pearson Publications
12. Ravi M. Kishore, Financial Management, Taxman Publications.
13. S.N. Maheshwari, Fundamentals of Financial Management- Sultan Chand Publications.
14. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
15. Basics of Financial Management, V.K. Saxena and C.D.Vashist (Sultan Chand &Sons)
16. Financial Management, A Contemporary Approach, Rajesh Kothari(SAGE)
17. Financial Management, Dr. Mahesh Abele & Dr. ShriprakashSoni (Himalaya Publishing House Pvt.Ltd.)
18. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
19. Financial Management, I M Pandey (Vikas Publishing House Pvt. .Ltd)
20. Fundamentals of Financial Management, A.P.Rao (Everest Publishing House)
21. Advanced Financial management, N.M.Vechalekar

****

MBAH 403: ORGANISATION BEHAVIOUR AND COMMUNICATIONS

Workload : 4 hours per week - Total credits 04
Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives :

1. To understand the fundamental principles and ideas of human behavior.
2. To familiarize with the behavioral patterns of human beings.
3. To understand power and politics and its impact on individual behavior.
4. To make students aware of individual behavior in groups, group dynamics.
5. To develop a better understanding about building of effective teams.
6. To develop communication skills.
7. To inculcate interview and group discussion techniques.

Course Outcomes :

1. Describe the key concepts of organizational behavior.
2. Enhance the ability in terms of control of human behavior in an organization.
3. Have knowledge on motivational factors that influence the individual behavior.
4. Have understanding about the organizational power and politics.
5. Understand theories about how managers should behave to motivate and control employees.
6. Build people and leadership skills essential for managerial success.
7. Appraise the basic principles of communication

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

Module 1, Fundamentals of OB: Evolution of management thought, five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB.

Module 2, **Values, Attitudes and Emotions**: Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence, difference between EQ and IQ. Personality & Attitude: Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude.

Module 3, Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation.

Module 4, Group and Team Dynamics : The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders.

Overview of Leadership- Traitsand Types, Theories of Leadership- Trait andBehavioral Theories.

Module 5, Conflict Management – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. **Organizational Culture:** Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creatingand Maintaining Organization Culture, Managing Cultural Diversity.

Module 6, Stress at workplace: Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization.

Module 7, Communication Basics: Introduction to Communication , Meaning & Process, Objectives- Channels of Communication –Models of Communication–Group Communication- Barriers to effective Communication.

Module 8, Listening, Interview and Negotiations: Listening as a Managerial Process - Good Listening – Determinants of good listening -Difference between hearing and listening. Interview: Concept, Typology, Effective Interview: Ingredients, preparation for a good Interview, Interview facing and guiding techniques -Group Discussion: Ingredients of good discussion. Effective Negotiation Techniques, guiding the Negotiation process – Ingredients of good negotiation process.

Reference Books:

1. Organizational Behavior, Robins
2. Organizational Behavior, Nelson & Quick
3. Organizational Behavior, Fred Luthans
4. Organizational Behavior, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behavior, M N Mishra
6. Organizational Behavior, K Ashwathappa
7. MatthuKutty MM, Business Communication Strategies, TMH, 2001.
8. Lessikar, Basic Communication, Tata McGrawHill.-2001.
9. Understanding OB, UdayPareek
10. Human Resource Management, Nkomo, CENGAGE Learning
11. Ken Robert W.,A short guide to successful Writing in Management, HBS,1986
12. Mudd Cs and SillersMd, Speech and Content and Communication, Thomas Crowell Company, 1985
13. Rayudu, Business Communication, Himalaya Publishers, 2001.
14. Aruna, Business Communication. TMH.

****

MBAH 404: INFORMATION TECHNOLOGY IN BUSINESS

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To understand the conceptual framework of IT in Business.
2. To assess the impact of IT on society, markets & commerce of media, internet, social, digital, IoT, and related technologies.
3. To appraise the competitive edge in a digital business environment.
4. To know the changing position of intermediaries, the changing nature of the supply chain and the online and offline payment systems.
5. To understand the applications of IT in Business.
6. To understand the importance of MIS.
7. Use of MIS at various levels of Management

Course Outcomes

1. Describe the conceptual framework for e trade, mobile trade, and social trade.
2. Summarize the impact on society, markets & commerce of media, internet, social, digital, IoT, and related technologies.
3. Creation of illustrate interest & competitive edge in a digital business environment.
4. Examine the changing position of intermediaries, the changing nature of the supply chain and the online and offline payment systems.
5. Able to Classify the prevalent digital business models into different groups,
6. Able to describe their advantages and limitations.
7. Explaining the vast electronic business applications in today's world.

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

Module 1: Information Technology: Application of information technology, uses of information technology, impact of information technology on business.

Module 2: Electronic commerce. Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce, impact of Ecommerce on Business. E-commerce in Indian Business Context, Business Models for e-commerce.

Module 3: Information Systems for Mobile Commerce, Legal and Ethical Issues in E commerce and M commerce.

Module 4: Information System Resources-Computer basics (H/w & S/w) DBMS, Communication Systems, internet and office automation.

Module 5: Word processing with MS word - starting MS word - MS Environment - working with word documents - working with text - working with tables - checking spelling and grammar - printing document - creating mailing lists- mail and merge.

Module 6: Concept of spread sheet and MS Excel - starting MS Excel - MS Excel Environment - working with Excel – workbook. Preparation of charts and graph with excel - working with workbook. Working with functions – Summery statistics, correlations, regression, t-test, z-test, Chi square test, Macros. Sort and filter commands. Introduction to SQL.

Module 7: Making presentation with Ms Power point - starting Ms Power point - Ms Power

point Environment - working with power point - working with different views - designing presentations - printing in power point. .

Module 8: Information System Management - Information Concepts - , its nature and functions, planning issues and the MIS organizing issues and the MIS - control issues and the MIS - Decision Support Systems - electronic Commerce - types - advantages and disadvantages - Electronic data interchange - How EDI works - EDI benefits and limitations.

Module 9: Use of MIS at various levels of Management. A framework for information system for each level of Management and Operations. Types of Information systems – Operating Support Systems, Management support systems, Expert System.

Reference Books:

1. Morley, D. and Parker, C. S., Understanding Computers: Today and Tomorrow, 11Ed, Thomson Learning, 2007.
2. Introduction to E Commerce & Social Commerce, Turban E , Whiteside J , King D, Outland JSpringer
3. E-Business and E-Commerce Management- Strategy, Implementation and Practice, Dave Chaffey, Pearson Education.
4. Electronic Commerce – A Managerial Perspective, Efraim Turban, David King, Dennis Viehland, Jae Lee, Pearson Education.
5. Alexis Leon & Mathew Leon, Introduction to Computers with MS-OFFICE-2000, TMH,-2001.
6. Williams/Sawyer, UsingInformation Technology, 2009.
7. Norton. P., Introduction to computers, 7Ed, TMH, 2010.
8. Curin,D.P.,Foley,K.Sen,andC.S.Morin,IntroductiontoInformationTechnology–BreakingWave,TMH,1999.
9. Sanjay Saxsena-A First Course in Computer- Vikas Publishing House.
10. Sanjay Saxsena- MS Office 2000- Vikas Publishing House,
11. Rajaraman, V- Essentials of E-Commerce Technology- PHI Learning
12. S. J. JOSEPH, P. T- E-Commerce : An Indian Perspective- 4th Ed- PHI Learning
13. Laudon Kenneth and Laudon Jane- Management Information Systems- A Contemporary perspective- PHI
14. O'Brien James- Management Information System- Tata Mcgraw Hill
15. Gorden Davis and Olson- Management Information System- Conceptual Foundations – McGraw Hill
16. Mohan. P- Computer Applications in Management- HPH Pvt. Ltd.
17. Gopalakrishna. D- Electronic Commerce- Emerging Trends-HPH Pvt. Ltd.
18. Pathak, and Nirupma- Computer Application in Management- HPH Pvt. Ltd.
19. Saxena Sanjay, Chopra P – Computer Applications in Management - Vikas Publishing House, New Delhi.

****

MBAS 405: ECONOMICS FOR MANAGERS

Workload : 4 hours per week - Total credits 04
Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To incorporate managerial economic fundamentals, methods and theories.
2. To provide an understanding of Economics in Business application.
3. To learn the fundamental concepts of economics.
4. To have an understanding of the competitions for demand, production, cost, profit and market with reference to a company and industry.
5. To study the Consumption Function and Investment Function
6. To understand the impact of Business Cycle on day to day business.
7. To understand the impact of Government and the Macro Economy on business.

Course Outcomes

1. The student will understand the application of Economic Principles to decision making in management.
2. The student must understand and apply the microeconomic principles to the efficient functioning of a firm and industry.
3. The Student will be able to understand, evaluate and predict Demand.
4. The student will apply production concepts and costs for production optimization.
5. The student will be able to Analyze the Consumption Function and Investment Function.
6. Able to understand the impact of Business Cycle on day to day business.
7. The student will understand the impact of Government and the Macro Economy on business.

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

Module 1, Introduction: Economics- Micro and Macro, Positive and Normative economics, nature and scope of Managerial economics, Managerial Economics and its relationship with other disciplines, economic Concepts relevance for decision making- concept of firm, objectives of firm and value of the firm, constraints on the operations of the firm, limitations of the theory of the firm.

Module 2, Demand and Supply: concept of Demand, law of demand, determinant's of demand, change in quantity demand v/s change in demand, factors shift in the demand, price elasticity of demand- significance, type and methods of measuring price elasticity of demand- elasticity concepts- cross elasticity, income elasticity and promotional elasticity. Supply – factor influencing shift in supply, a change in the supply Vs a change in quantity supplied- Market equilibrium.

(Case studies involving numerical problems are to be solved)

Module 3, Demand Forecasting: objectives, significance, types, factors involved in forecasting, techniques of forecasting, limitations of demand forecasting.

(Case studies involving numerical problems are to be solved)

Module 4, Production and Cost: production and production function, its utility, production function in the short run, marginal physical product and marginal cost, average productivity. Cost of product- total, average and marginal cost, relationship between AVC and ATC curves, short run production to costs. Production and cost in the long run- long run average, total cost curve, economics of scale diseconomies of scale and returns to scale

(Case studies involving numerical problems are to be solved)

Module 5, Different terms of market structure and price output determinations: output determinants under different market structure- Perfect Market- Monopoly-Monopolistic Competition- and Oligopoly - Pricing Policies and Strategies:

(Case studies involving numerical problems are to be solved)

Module 6, Profit Theories and Policies: theories of profit- rent theory, risk theory, uncertainty theory, dynamic theory, innovation theory, marginal efficiency theory, frictional theory of profit, monopoly theory of profit. Profit policies and profit measurement.

Module 7, Business Cycle: Introduction, type of business cycle, phases of business cycle, theories of business cycle. Policies and measures to control business cycles.

Module 8,National Income: concepts of national income approaches to measure, GDP and Real GDP, limitations of national income measurements.

Module 9, Monetary and Fiscal Policy: objectives of monetary and fiscal policy, an overview of various instruments of Monetary and Fiscal Policy.

Reference Books:

1. Roger A Arnold- Macro Economics- Cengage Learning
2. N Gregory Mankiw- Principles of Microeconomics- Cengage Learning
3. Karl E Case- Ray C Fair-Sharon E Oster- Principles of Economics- Pearson
4. Dominick Salvatore- Siddhartha K Rastogi- Managerial Economics-oxford
5. Karl E Case- Ray C Fair-Sharon E Oster- Principles of Microeconomics- Pearson
6. Robert s- Daniel L- Prem L Mehta- Microeconomics- Pearson
7. N Gregory Mankiw- Principles of Macroeconomics- Cengage Learning
8. H.L Ahuja- Macro Economics for Business and Management- Sultan Chand& Sons
9. Mishra & Puri- Indian Economy-Himalaya Publishing House
10. Dr. D M Mithani- Managerial Economics- theory and Applications- Himalaya Publishing House
11. H. Carig Peterson and W. Cris Lewis- Managerial Economics- Pearson Education
12. Paul Samulson- William D N- Economics-T M H Publication

MBAS 406: SOFT SKILLS

Workload: 4 hours per week - Total credits 04
Examination: 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives:

1. To enable the students to become conscious of their communication skills and to make them aware of their potential to become successful managers.
2. To enable learners to write mechanics and to help them draft business letters accurately and effectively in English, too.
3. To expose the students to some of the managerial contact methods which are in vogue.
4. To prepare students with an emphasis on evaluating business circumstances to learn the art of business communication.
5. To train students in the creation of business proposals.
6. To train the students for effective speaking.
7. To train the students to present them in the interviews.

Course Outcomes

1. Recognize the various communication structures, communication channels and obstacles to effective communication.
2. Effectively express themselves in real-world business interactions of routine and special nature.
3. Demonstrate proper use of body language.
4. Participate in professional meetings, group discussions, telephone calls, basic interviews as well as public speaking activities.
5. Create and deliver effective business presentations for common business situations, using the appropriate technology tools.
6. Describe steps in a standard process of contact and obstacles to effective communication.
7. Compose texts, notes, memos, and circulars.

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

Module 1, Basics of Communication: Communication elements and process, Need of Communication Skills for Managers, Channels, forms and dimensions of communication, Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language, Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication.

Module 2, Oral Communication: Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management -

Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation.

Module 3, Soft skills: How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette.

Module 4, Written Communication: Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems. Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, developing coherent paragraphs, drafting, editing and finalizing the business letters.

Module 5, Recruitment and employment correspondence: Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters. Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-Presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions.

Module 6, Internal and External Communications: Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing - What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports, External Communications:Public notices, invitations to tender bid, auction, notices, etc. Writing business proposals, Preparing Press Release and Press Notes.

Module 7, Professionalism at Work: Making a good first impression, understanding the mechanics of human perception, being aware of elements in image building, developing a culture of excellence, basic understanding of acceptable attitudes and mannerisms at work, the role of Good Manners in Business? Disability Etiquette - Basic Disability Etiquette practices, Courtesies for wheelchair users, Courtesies for blind or visually impaired, Courtesies for the deaf, People with speech impairments. Multi-cultural challenges, Multi-cultural etiquette, Cultural differences and their effect on business etiquette, Select Cultural Highlights

Module 8, Business Etiquette Basics: Introduction to business etiquette - The ABCs of etiquette Meeting and greeting scenarios, Enduring Words, Making introductions and greeting people, Greeting Components, The protocol of shaking hands, Introductions, Introductory scenarios, Addressing individuals, Networking for business, Business card protocol, Managing your business voice, Speaking Diplomatically, Managing Question and Answer Sessions Effectively - Anticipatory Q & A, Dealing with hostile questions, Reframing principles, Case Studies and Practice, Cellphone Etiquette, Voice Mail Etiquette, Internet & email etiquette, Internet usage in the workplace, Email, Netiquette, Online chat, Online chat etiquette, Online chat etiquette guidelines.

Reference books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi
6. The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success, Barbara Pachter
7. Modern Manners: Tools to Take You to the Top, Dorothea Johnson and LivTyle
8. Business Etiquette: 101 Ways to Conduct Business with Charm and Savvy, Ann Sabath
9. Indian Business Etiquette, Raghu Palat, Jaico Publishing
10. Business Etiquette: A Guide for the Indian Professional, Shital KakkarMehra
11. Communication Skills for Effective Management, Hargieet. al., Palgrave
12. Communication for Business, Tayler Shinley, Pearson Education
13. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
14. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
15. DictionaryofCommonErrors,Turton,N.DandHeaton,J.B,AddisionWesleyLongmanLtd.

****

MBAS 407: E- COMMERCE

Workload : 04 hours per week - Total credits: 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives

1. The students can acquaint with moderns business practices.
2. Can have an overview of the role of technology in business transactions.
3. Helps to make them understand the pros and cons of E-commerce.
4. They can have knowledge about importance of E-commerce and M Commerce
5. To provide with the basic requirements of E-commerce.
6. To study the risk associated with E-Commerce.
7. To study how to manage the risks in E-Commerce

Course Outcomes

1. Recognize the various E-commerce structures, forms and obstacles to effective E-commerce.
2. Equip the students to handle jobs in E-commerce business.
3. Manage the E-commerce organization.
4. Able to understand the basic requirements of E-Commerce.
5. Able to manage the risks associated with the E-Commerce
6. The students will be able to manage the SCM in E-Commerce.
7. The students will be able to manage the Challenges and Opportunities of E-Commerce organizations.

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

Module 1: Introduction to E-commerce: Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework, Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India

Module 2: E-commerce Infrastructure: Introduction, E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website

Module 3: Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organisation, Organisation of Business in an e-Enterprise

Module 4: e-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model

Module 5: Risks of Insecure Systems: Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, risks associated with Business Transaction Data Transferred between Trading Partners

Module 6: Electronic Payment Systems: Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems, Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm

Module 7: Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine

Module 8: Management Challenges and Opportunities: New Business Model, Required Changes in Business Processes, Channel Conflicts, Legal and Regulatory Environment for e-commerce, Security and Privacy, Managerial Opportunities

Reference Books:

1. Kenneth Laudon and Carol Traver, E-Commerce 2015, Business, technology, society, Global Edition (Kindle Edition), Pearson,
2. P T Joseph, E-Commerce: An Indian Perspective, PHI.
3. DevidWhiteley, E-Commerce: Strategy, Technologies and Applications, 1st Edition, Tata Mc Graw Hill Education.
4. Dave Chaffey, E - Business and E - Commerce Management: Strategy, Implementation and Practice, PHI.
5. P. Rizwan Ahmed, E-Business & E-Commerce, Margham Publications, Chennai.
6. PiyushSukhija, E- commerce: Opportunities and Challenges, Global India Publications Pvt. Ltd. New Delhi.

****

MBAS 408: COMPLIANCE MANAGEMENT

Workload : 4 hours per week - Total credits 04
Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To provide insights into the important legislations applicable to an organization.
2. To understand various legal provisions of important legislations.
3. To describe the key terms involved in each Act.
4. To Analyze the significance of corporate laws
5. To Analyze the practical difficulties of corporate laws.
6. To enhance the application of legislations in business.
7. To Analyze the impact of legislations on business.

Course Outcomes

1. Understanding of the key terms involved in each Act.
2. Summarize the key legal provisions of each Act.
3. Illustrate the use of the acts in common business situations.
4. Outline the various facets of basic case laws of each act from a legal perspective.
5. Understand the various facets of basic case laws of each act from a managerial perspective
6. Inculcate ethical practices.
7. Discourage act of business against environment and public interest.

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

Module 1, The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency.

Module 2, Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction.

Module 3, The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director.

Module 4, The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority.

Module 5, Industrial law: Overview of-Factories Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965, Industrial Disputes Act, 1947 and Workmen Compensation Act.

Module 6, Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes. Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs. Right to Information Act, 2005.

Module 7, Banking Law: Regulatory Framework, Business of Banking, RBI Act 1934, Banking Regulation Act 1949, Role of RBI, Government as a regulator, Control over Organization of banks, Control over co-operative banks, Regulation by other authorities. Legal Aspects of Banking Operations: Types of borrowers, Types of Credit Facilities (secured, unsecured, fund based, non-fund based), Laws relating to Bill Finance, Securities and Modes of charges (Mortgage, Lien, Pledge, Hypothecation, etc.), Creation and satisfaction of charge. The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument – Noting and Protest.

Module 8, Environmental Law: The Environment (Protection) Act, 1986; The Forest (Conservation) Act, 1980; The Wildlife Protection Act, 1972; Water (Prevention and Control of Pollution) Act, 1974; Air (Prevention and Control of Pollution) Act, 1981 and The Indian Forest Act, 1927.

Reference Books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D.Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian
4. Legal Aspects of Business, Ravinder Kumar
5. Business Laws, S. D. Geet
6. Business Laws, S.S. Gulshan
7. Legal Aspects of Business, Akhileshwar Pathak

****

MBAS 409: PROJECT MANAGEMENT

Workload : 04 hours per week - Total credits: 04

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives :
1. To gain knowledge about business related projects.
2. To know how to prepare project proposals.
3. To understand the legal aspects relating to project management.
4. To know the steps in project identification and selection
5. To understand the importance of team work in project planning.
6. To Analyze the resource requirements for projects.
7. To know the steps for closing the Project and Project termination,

Course outcome
1. Understand the need for project management
2. Gain knowledge about business related projects.
3. Understand how to prepare project proposals.
4. Analyze the legal aspects relating to project management.
5. Prepare feasibility projects.
6. Analyze the project quality and value engineering
7. In depth knowledge about project performance and evaluation

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

Module 1, Project Management: Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management, Project Management Principles.

Module 2, Project Identification and Selection: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project break-even point.

Module 3, Project Planning: Introduction, Project Planning, Need of Project Planning, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)

Module 4, Organisational Structure and Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Conflict Resolution, Team Management and Diversity Management, Change management.

Module 5, Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts.

Module 6, Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks.

Module 7, Project Quality and Value Engineering: Introduction to Project Quality, Quality Concepts, Value Engineering. Purchasing and Contracting for Projects: Purchase Cycle, Contract Management, and Procurement Process.

Module 8, Project Performance Measurement and Evaluation: Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects.

Module 9,Project Close-out, Termination and Follow-up: project completion and handover, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up.

Reference Books:

1. Harvey Maylor, Project Management, 3rd Ed., Person, Education, Delhi.
2. Narendra Singh, Project Management and Control, HPH.
3. KalpeshAshar, Project Management, Vibrant Publishers,
4. Khanna R B, Project Management, PHI
5. Panneerselvam., R. and Senthilkumar, P., Project management, PHI
6. Ramakrishna and Kamaraju, Essentials of Project Management
7. Gupta, Rajeev M, Project management PHI.
8. Jeffrey K Pinto, Project Management: Achieving Competitive Advantage, Pearson Education.
9. Greg Horine, Project Management Absolute Beginner's Guide, Pearson Education.

****

MBAS 410: BUSINESS ANALYTICS

Workload : 4 hours per week - Total credits 04
Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To determine which datasets are useful and how they can beleveraged to solve problems and increase efficiency, productivity, andrevenue.
2. To gain an understanding of how managers use business analyticsto formulate and solve business problems and to support managerial decisionmaking.
3. To become familiar with the processes needed to develop, report, and analyze business data.
4. To learn how to use and apply Excel and Excel add-ins to solve businessproblems.
5. Understand and critically apply the concepts and methods ofbusiness analytics.
6. Identify, model and solve decision problems in differentsettings.
7. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or anopportunity.

Course Outcomes

1. Enable all participants to recognise, understand and apply the language, theory and models of the field of business analytics
2. Foster an ability to critically Analyze, synthesise and solve complex unstructured businessproblems
3. Encourage an aptitude for business improvement, innovation and entrepreneurialaction
4. Encourage the sharing of experiences to enhance the benefits of collaborativelearning
5. Instil a sense of ethical decision-making and a commitment to the long-run welfare of both organisations and the communities theyserve
6. Enable data-driven decision making that has the potential to increase profits and improveefficiency
7. With predictive analytics, allow businesses to plan for the future inways that were previouslyimpossible.

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

Module 1 Introduction: Decision Making, Business Analytics Defined, Categorizations of Analytical Methods and Models. Big Data, Business Analytics in Practice, Financial Analytics, Human Resource (HR) Analytics, Marketing Analytics, Health Care Analytics, Supply Chain Analytics, Analytics for Government and Nonprofits, Sports Analytics, Web Analytics: Matrics Vs KPI's, Target Setting, challenges in data driven decision making

Module 2: Description Statistics: Overview of Using Data- Definitions and Goals, Types of Data, Population and Sample Data, Quantitative and Categorical Data, Cross-Sectional and Time Series Data, Sources of Data, Modifying Data in Excel, Sorting and Filtering Data in Excel, Conditional Formatting of Data in Excel, Creating Distributions from Data, Frequency Distributions for Categorical Data, Relative Frequency and Percent Frequency Distributions, Frequency Distributions for Quantitative Data, Histograms, Cumulative Distributions, Measures of Location, Measures of Variability, Analyzing

Distribution – Percentiles, Quartiles, z-scores, Empirical Rule, Identifying Outlines, Box Plots. Measures of Association between Two Variables, Scatter Charts, Covariance, Correlation Coefficient

Module 3: Data Visualization- Effective Design Techniques, Tables, Table Design Principles, Cross tabulation, PivotTables in Excel, Charts, Line Charts, Bar Charts and Column Charts, A Note on Pie Charts and 3-D Charts, Bubble Charts, Heat Maps, Additional Charts for Multiple Variables, Pivot Charts in Excel. Advanced Data Visualization, Advanced Charts, Geographic Information System Charts. Data Dashboards. Principles of Effective Data Dashboards, Applications of Data Dashboards

Module 4: Linear Regression: The Simple Linear Regression Model, Regression Model and Regression Equation, Estimated Regression Equation, Least SquaresMethod, LeastSquares, Estimates of the Regression Parameters, Using Excel's Chart Tools to Compute the Estimated Regression Equation, Assessing the Fit of the Sample Linear Regression Model, The Sums of Squares, The Coefficient of Determination, Using Excel's Chart Tools to Compute the Coefficient of Determination. The Multiple Regression Model, Regression Model and Regression Equation, Estimated Multiple Regression Equation, Least Squares Method and Multiple Regression,

Module 5: Time Series Analysis and Forecasting: Time Series Patterns- Identifying Time Series Pattern. Forecast Accuracy**.** Moving Averages and Exponential Smoothing-Forecast Accuracy. Using Regression Analysis for Forecasting-Linear Trend Projection, Seasonality, Seasonality without Trend, Seasonality with Trend, Using Regression Analysis as a CausalForecasting Method, Combining Causal Variables with Trend and SeasonalityEffects

Module 6: Data Mining: Data Sampling- Data Preparation, Treatment of Missing Data, Identification of Outliers and Erroneous Data, Variable Representation. Unsupervised Learning, Cluster Analysis, Association Rules. Supervised Learning, Partitioning Data, Classification Accuracy, Prediction Accuracy, k-Nearest Neighbors, Classification and Regression Trees, LogisticRegression

Module 7: Linear Optimization Models: A Simple Maximization Problem, Problem Formulation, Solving Linear Programs with Excel Solver, Alternative Optimal Solutions, Infeasibility, Unbounded, Sensitivity Analysis, Interpreting Excel Solver Sensitivity Report Investment Portfolio Selection, Transportation Planning, Advertising Campaign Planning, Generating an Alternative Optimal Solution for a Linear Program.

Module 8: Integer Linear Optimization Models: Types of Integer Linear Optimization Models, East borne Reality. An Example ofIntegerOptimization, The Geometry of Linear All-Integer Optimization, Solving Integer Optimization Problem with Excel Solver, Applications Involving Binary Variables- Capital Budgeting, Fixed Cost, Bank Location, Product Design and Market Share Optimization. Modeling Flexibility provided by Binary Variables- Multiple-Choice andMutually

Exclusive Constraints, k out of a Alternatives Constraint, Conditional and Co-requisite Constraints. Generating Alternatives in Binary Optimization.

Module 9: Nonlinear Optimization Models: A Production Application: An Unconstrained Problem, A Constrained Problem, Solving Nonlinear Optimization Models, Sensitivity Analysis and Shadow Prices in Nonlinear Models, Local and Global Optima, Overcoming Local Optima with Excel Solver, A Location Problem, Markowitz Portfolio Model. Forecasting Adoption of a NewProduct.

Reference Books:

1. U Dinesh Kumar, Business Analytics: The Science of Data - Driven Decision Making, Kindle Edition, Wiley, Sold by Amazon Asia-Pacific Holdings Private Limited.
2. SeemaAcharya R N Prasad, Fundamentals of Business Analytics, 2ed, Wiley, Sold by Amazon Asia-Pacific Holdings Private Limited.
3. PurbaHaladyRao, Business Analytics: An Application Focus, PHI,Rs.163/-
4. James Evans, Business Analytics, 2nd Global Edition ISBN-13: 978-12920954, Pearson.
5. SanjivJaggia and Alison Kelly and Kevin Lertwachara and Leida Chen,Business Analytics, 1st Edition, McGrawHill.
6. Jeffrey D. Camm | James J Cochran | Michael J. Fry | Jeffrey W. Ohlmann, Essentials of Business Analytics, 2nd Ed, (2017), Cengage.
7. Jeffrey D Camm, Essentials of Business Analytics, 1st Ed, (2015), Cengage.
8. SandhyaKuruganti and HindolBasu, Business Analytics: Applications toConsumer Marketing (2015), McGraw Hill,

****

MBAS 411: BANK MANAGEMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours, 30 marks continuous evaluation and 70 marks final examination

Objectives

1. To describe the nature of banking system in India.
2. To study the reasons behind nationalization of banks and privatizations of banks.
3. To study the evolution of Central Banking System
4. To describe banking functions and services
5. To study risk management in bank management.
6. To study the problems and the present status of Non-Performing Assets.
7. To study the liberalization in financial services and trends in electronic banking.

Course Outcome After completion of the course the students will be able to:

1. Able to understand the nature of banking system in India.
2. Able to understand the need for privatizations of banks.
3. Able to perform the banking functions and services
4. Able to manage the risk management in banks.
5. Capable of handle the problems and the present status of Non-Performing Assets.
6. Able to cope up with liberalization in financial services.
7. Able to adopt to the changing trends in electronic banking.

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

Module 1: Introduction: Nature of Banking System in India, Types of Banks, Functions of Banks. Constituents of the Indian Banking System, New generation Banks, Productivity and profitability in Banks-MIS in Banks- Customer Service, Quality circles in Banks, Relationship Banking, Social and Ethical Issues in Banks– Recent Trends. Bank Nationalization and Social Banking Concept, Financial Sector Reforms from Basel I, II & III. Establishment of Payment Banks, Small credit Banks and MUDRA Bank

Module 2: Origin and Evolution of Central Banking System, RBI - its objectives and related functions, Other apex institutions like NABARD, NHB, SIDBI EXIM Bank Deposit Insurance Corp. Rating of Banks, New format of Prompt Corrective Action, Best Practices Code and Banking Code Standard Board of India, Corporate governance, Banking Ombudsman Scheme

Module 3: Commercial Banks: Principles of Sound Banking Functions and Services of Indian Banks. Retail Banking and Wholesale Banking, Core Banking Services, Financial Intermediation – Recent trends

Module 4: Risk Management :Mismatch between Assets and Liabilities- source of risk, credit analysis, overall risk of a bank, Types of Risk, Interest sensitive Assets, credit Risk, Interest Rate Risk, Liquidity risk and operational risk, Derivatives, treasury function, Monitoring risk, RBI Guidelines for Risk Management, Risk Management Systems

Module 5: Non-Performing Assets and Income Recognition: Introduction, Provisions for NPA, effects reasons for Assets bellowing NPA, Tackling with NPA. NPA Management, Income recognition, Asset classification, Provisioning Norms, Recovery Policy and management, Non-legal methods of recovery, Lok Adalats, Recovery through legal process, DRT, SARFIESI, OTS, Holding recovery camps, Bankruptcy code. Etc.

Module 6: Liberalization in Financial Services: Need of Reforms in Banking structure, Different Phases of Indian Banking, Committees on Reforms in Banking Sector, Narasimham Committee, Verma Committee Recommendations, Challenges Ahead of Indian Banking. Mergers and Acquisitions in Indian Banking system, International Banking Trends, Operation of Indian Banking abroad.

Module 7: Electronic banking, Genesis of computerization in India, Core Banking, Banking channels, Types of ATMs, SMS Banking, Mobile Banking, Internet Banking, Cheque truncation, Debit cards, Credit cards, Smart cards, Modes of remittance, Mail transfer, Mobile payment, USSD,NUP, AEPS, IMPS, Mobile wallets like Paytm, BHIM,UPI, NEFT, RTGS, ECS, SWIFT, Payment systems like EBT, OLTAS, EASIEST, Online application for loans, Account opening hubs, Signature scanning, Digital signature, Business correspondents, Branchless Banking (Door Step Banking). Visit to a Branch to observe Digital Banking functions and day to day functions

Module 8: Financing Priority Sector: Targets for funding to priority sector, credit guarantee schemes, SSI loan guarantee schemes, guidelines for financing priority sectors. Kinds of borrowers in the priority sector, Lending procedure for Agriculture loans, guidelines for recovery of Agriculture advances, Rashtriya Krishi BimaYojna, Kisan Credit Card Scheme, Small Farmers Development Agencies. Anciliary Services of the Bank.

Reference Books:

1. Banking and Financial Services- Mukund Sharma, Himalaya publishing, 2015.
2. Management of Banking and Financial services- Padmalatha&JustinPaul, Pearson
3. Banking Law and Practice by P. N. Varshneya, Sultan Chand and Sons.
4. Indian Institute of Banking & Finance, Risk Management in Banks, 2010, Macmillan Publishers India Ltd.
5. K Vaidyanathan, Credit Risk Management for Indian Banks, 2013, SAGE Publications India Private Limited.
6. Gopinath M.N, Banking Principles and Operations.
7. International Banking by IIBF – Macmillan Publications.
8. K.C. Shehkar and Lekshmy Shekhar K (2005): *Banking Theory and Practice*, Vikas Publishing House Pvt. Ltd., New Delhi.
9. R. Machiraju (2001), *Modern Commercial Banking*, Vikas Publishing House Pvt. Ltd., New Delhi.

****

MBAS 412: FACILITY MANAGEMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To expose to the skills required for facility Management
2. To familiarize with the legal aspects related to facility management
3. To make the best use of resources available.
4. To train the students to handle facility emergency preparedness.
5. To describe the facility security management.
6. To describe facility management practice, operations and predictive maintenance.
7. To study the recent trends in facility management.

Course Outcomes

1. Acquire the skills required for facility Management
2. Acquire the legal aspects related to facility management
3. Able to make the best use of resources available.
4. Able to handle facility emergency preparedness.
5. Able to provide manage facility security management.
6. Able to follow and practice the facility management practice, operations and predictive maintenance.
7. Able to handle legal compliances relates to facility management.

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

Module 1: Introduction to Facility Management: Nature, Types, benefits and challenges. Hard and Soft services, Budgeting , Vendor management, Legal Compliances

Module 2: Property Management,- Project Management, Lease Administration, Design and Architecture, Work order Management, Construction, Space management, HVAC.

Module 3: Facility Emergency Preparedness - Planning, Definitions, Threat Assessment and Safety, Risk Management, Emergency Preparation and Training, Emergency Response and Recovery.

Module 4: Facility Security Management - Facility Security Goals and Responsibilities, Planning and implementation, Security Technologies, Impact of Privacy, Data Security.

Module 5: Operations and Predictive Maintenance - Contracting and Types of Contracts, outsourcing benefits and risks, Service level agreement (SLA),Prevention of fraud and irregularity in the contract of awards .

Module 6: Facility Management Practice-Administering the Department, Sourcing and training**,** Quality of service, Communications, Information Systems and Other Technology, Future of Facility Management and Gaining competitive advantage, Public-private partnerships.

Module 7: Environment Management System: EPA and Environment issues and trends (HSE)- Solid and Hazardous Waste Management, Incineration ,vendor development, Water Systems management,

Electrical Systems Management, Heating Systems management, Cooling Systems Ventilation (IAQ) management, LEED, best Practices(CSR). Legal Compliances.

Module 8: Soft services- Fleet management and Parking, Travel Management, Housekeeping, Cafeteria Services, Horticulture and Landscaping, Concierge, Relocation services,

Reference Books:

1. Total Facilities Management, Brian Atkin Ph.D., MPhil, BSc, FRICS, FCIOB
   Adrian Brooks BSc (Hons), MBA, MRICS Willey-Black well publishers
2. The Facility Management Handbook, David G. Cotts, Kathy O. Roper,Richard P. Payant, American Management Association, New York • Atlanta • Brussels • Chicago • Mexico City • San Francisco Shanghai • Tokyo •, Toronto •, Washington, D.C.
3. Safety Management: A Guide for Facility Managers Second Edition, Joseph F. Gustin CRC Press Taylor & Francis Group
4. Facility Design And Management Handbook , Timothy SpringerPresidentHero, Inc.
5. McGraw-Hill Managing facilities, Christine Jones and Valerie JowettButterworth-Heinemann
   Websites: www.wikipedia.org

****

II SEMESTER

MBAS 451: HUMAN RESOURCE MANAGEMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To understand the theory and the concepts of HRM.
2. To get a summary of the various HRM roles and activities.
3. To understand HR acquisition and retention strategies
4. To know the emerging trends in HRM
5. To Analyze performance management and compensation management.
6. To get an insight into the legislative basic requirements.
7. To understand the occupational safety and labour welfare activities

Course Outcomes

1. Knowing HRM functions, concepts, role analysis that promotes the creation of a job description and job specification for different employee levels for students.
2. Synthesize information on recruitment process efficiency, sources & formal selection method comprehension.
3. Identify different types of preparation, and develop a training program.
4. Understand the concept of an organization's performance assessment process.
5. Have knowledge of the concepts and tools of HRM as relevant to industrial organisation
6. Have an understanding of the role of HRM in the overall strategy setting.
7. Able to know the importance of training and development, and performance appraisal.

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

Module 1: Human Resource Management: Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. Introduction to Strategic HRM: Definition of SHRM, importance and nature. HRM Models: Harvard Model, SHRM "matching model".

Module 2: HR Acquisition & Retention: Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment Introduction & Sources of Recruitment, Difference between recruitment and Selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention.

Module 3: Managing Employee Performance: Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure

performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management.

Module 4: Training and Development: - Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.

Module 5: Compensation Management: Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry.

Module 6: Labour relations and Employee security: Industrial relation and collective bargaining: Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

Module 7: Emerging Trends in HRM: HRIS- Need, Advantages & Uses of HRIS. HR Accounting- Concepts, Objective, Advantage, Limitation & Method. HR Audit- Concept, Objective, Scope & Process. HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services. Overview of global human resource management.

Reference Books:

1. Human Resource Management, ArunMonppa, Tata McGraw Hill PublishingCompany
2. Human Resource Management, C.B.Mamoria, Himalaya Publishing House
3. Human Resource Management, Gary Dessler Dorling Kindersley Pvt.Ltd.
4. Human Resource Management: Text and Cases, K Aswathappa, Tata McGraw Hill PublishingCompany.
5. Performance Appraisal and Management, Himalaya PublishingHouse.
6. Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication
7. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback, Shonna D. Waters, Valerie N. Streets, Lindsay McFarlane, Rachael Johnson-Murray.
8. Human Resource Management, Dr. S.S. Khanka, Sultan Chand,Delhi
9. Human Resource Management, Deepak Bhattacharya, Sage PublishingLtd.
10. Human Resource Management, Mirza&Zaiyaddin
11. Human Resource Management, Dr.P.C.Pardeshi,NiramliPublication
12. Human Resource Management, R.S. Dwiwedi,VikasPublishingHouse.
13. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
14. Armstrong's Essential Human Resource Management Practice - A guide to people Management, Michael Armstrong,Koganpage.
15. Applied Psychology in Human Resource Management, Cascio&Aguins,
16. Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Publication.

****

MBAS 452: MARKETING MANAGEMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To make students understand the core marketing concepts.
2. To analyse the marketing system environment.
3. To analyse the dynamics of purchasing behaviour of consumers
4. To describe global marketing and its dynamics
5. To understand marketing goals and company sector positioning bases.
6. To identify a conceptual framework covering the basic elements of the marketing mix.
7. To know the importance of digital marketing.

Course Outcomes

1. Build a capacity to assess the impact of the marketing feature on the environment.
2. Able to formulate marketing strategies.
3. Understand psychological and sociological factors that influence purchasing.
4. Develop marketing strategies based on goals of product, price, position and promotion.
5. Able to segment the market
6. Analyse the product life cycle so as to overcome the competition
7. Analyse the recent trends in marketing.

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

Module 1: Introduction to Marketing: Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Company orientation towards market place: Product – Production - Sales – Marketing –Societal – Relational, Holistic Marketing Orientation. Selling versus marketing. Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value

Module 2: Segmentation, Target Marketing & Positioning: Segmentation Concept**,** Need & Benefits. Geographic, Demographic, Psychographic, Behavioral bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market **-** Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning **-** Concept of differentiation & positioning, Value Proposition& Unique Selling Proposition.

Module 3, Consumer Behavior: Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior**.**

Module 4, Marketing Mix: Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC.

Module 5, Product: Meaning, The Role of Product as a market offering, Goods & Services Continuum, Classification of consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products- materials and parts, capital items, supplies and services. The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, Idea Generation to commercialization. Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity.

Module 6, Pricing: Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, determining demand, estimating costs, analyzing competitors' pricing, selecting pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium). Price Change: Initiating & responding to price changes.

Module 7, Place: Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Omni channel & hybrid channel options. Market Logistics Decisions - Order processing, Warehousing, Inventory, and Logistics.

Module 8, Promotion: Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, steps in Developing effective marketing communication - identifying target audience, determining communication objectives, designing a message, choosing media, selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies.

Module 9, Digital Marketing Planning and Structure: Inbound vs Outbound Marketing, Content Marketing, Understanding Traffic, Understanding Leads, and Strategic Flow for Marketing Activities. WWW, Domains, buying a Domain, Website Language & Technology, Core Objective of Website and Flow, One Page Website, Strategic Design of Home Page, Strategic Design of Products & Services Page, Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page, call to Action (Real Engagement Happens), Designing Other Pages, SEO Overview, Google Analytics Tracking Code, Website Auditing, Designing WordPress Website. Facebook Marketing Fundamentals, Google AdWords, YouTube Marketing, Email Marketing - Content Writing.

Reference Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileshwarJha, Pearson Publication.
2. Marketing Management, RajanSaxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning
4. Google AdWords for Beginners: A Do-It-Yourself Guide to PPC Advertising, Cory Rabazinsky,

5. Email Persuasion: Captivate and Engage Your Audience, Build Authority and Generate More Sales with Email Marketing, Ian Brodie
6. Social Media Marketing All-In-One for Dummies, Jan Zimmerman and Deborah
7. Principles of Marketing, Philip Kotler, Gary Armstrong, PrafullaAgnihotri, EhasanHaque, Pearson
8. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
9. Marketing Management, Ramaswamy&Namakumari, Macmillan.

****

MBAS 453: INDIAN BUSINESS ENVIRONMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To provide awareness about the business's Macro Economic Climate.
2. To have an appreciation of the macroeconomic fundamentals.
3. To study our country's different economic policies.
4. To study and Analyse the technological environment.
5. To study the levels of socio-cultural factors that influence buying behaviour.
6. To study the Human Resources development and Economic Development.
7. To study the current business environment in India.

Course Outcomes

1. Students will get an understanding of the Business macro climate and various macroeconomic principles.
2. The student should understand past and present industrial policies and development over time, and how the structure of Indian Industry evolved over time.
3. The student will be exposed to different nation and state economic policies.
4. The students will be able manage their roles in the changing business scenario.
5. Able to Analyse the environmental factors that influence business.
6. Able to understand the impact of Technical environment on business.
7. Able to assess the influence of nature on business.

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

Module 1: Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors affecting decision making of the business Firm-Environmental Scanning: importance, process of scanning.

Module 2: Economic and Technological Environment: Concept-definition of Economic Environment-Economic Systems- Relative merits and demerits of each Systems-Economic Policies-Monetary-Fiscal-Industrial Policy (1991)-Exim (Latest policy) - Economic Planning: Objectives, Merit, Limitations-Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

Module 3: Political and Social Environment: Concept and Meaning of Political Environment-Political Institutions: Legislature, Executive, Judiciary, And Its Impact on Business-Social Environment: Meaning-Business and Ethics-Social Responsibility of Business-Its impact on Business Decisions.

Module 4: Perspective of Indian Economy: Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Budget

terminology, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI – overview of role and functions, Capital Markets – overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept of Inclusion, Need of inclusive growth, Financial inclusion. Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure.

Module 5: Human Resources and Economic Development: The Theory of Demographic Transition, Size and Growth Rate of Population in India, Quantitative Population Growth Differentials in Different Countries, The Sex Composition of Population, Age Composition of Population, Density of Population, Urbanization and Economic Growth in India, The Quality of Population, Population Projections (2001-2026), Demographic Dividend. **Human Development in India -** The Concept and Measures of Human Development, Human development Index for Various States in India, National Human Development Report, Changing profile of GDP and employment in India, GDP, Employment and Productivity per Worker in India, Relative Shift in the Shares of NSDP and Employment in Agriculture, Industry and Services in Different States.

Module 6: Sectoral composition of Indian Economy: Primary, Secondary, Tertiary Sectors, Issues in Agriculture sector in India, land reforms, Green Revolution and agriculture policies of India, Industrial development, small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and Need for State Intervention, Redefining the Role of the State, Liberalization, Privatization and Globalization (LPG) Model of Development, NITI Analog, Public Versus Private Sector Debate, Unorganized Sector and India's Informal Economy.

Module 7: Inequality and Economic Power in India: FDI, Angel Investors and Start-ups, Unicorns, M&A, Investment Models, Role of State, PPP (Public-Private Partnership), Savings and Investment Trends. Growth of Large Industrial Houses Since Independence, Growth of Monopolies and Concentration of Economic Power in India, Competition Policy and Competition Law, Growth and Inequality, India as an Economic Superpower, Growth of the Indian Middle Class, Indian MNCs : Mergers and Acquisitions, Outsourcing, Nationalism and Globalization, Small-scale and Cottage Enterprises, The Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers.

Module 8: The Foreign Trade of India: Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India’s Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview.

Reference Books:

1. Indian Economy,Dutta R and Sundharam K.P.M, S. Chand,Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, NewDelhi
4. Business Environment,Bedi S K, ExcelBooks
5. Economic Reforms in India - A Critique, DuttRuddar, S. Chand, New Delhi.
6. Francis Cherunillam, Business Environment, HimalayaPublishers.
7. K. Aswathappa, Essentials of Business Environment, HimalayaPublishers.
8. P.K.Dhar, Indian Economy Growing Dimensions, KalyaniPublishers
9. Economic Environment of Business,Adhikary, Sultan Chand andSons
10. Business, Government and Society, George A and Steiner G A,Macmillan
11. Economic Environment of Business, Ghosh,Vikas
12. Business Environment, Francis Cherunilam, Himalaya Publishing House,Bombay
13. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House,Allahabad

****

MBAH 454: BUSINESS RESEARCH METHODS

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To understand the basic research elements.
2. To gain an insight into the research methods implementations.
3. To equip students with various analytical tools used in research.
4. To provide an idea about sources of information.
5. To understand and prepare questionnaire.
6. To maintain Quality Criteria in Qualitative Research
7. To know how write research reports.

Course Outcomes

1. Identifying research problems and collecting relevant data analysis literature.
2. Write research design using methods of Exploratory and Descriptive Research.
3. To prepare a questionnaire on brand awareness, efficiency of public sector organizational training, attitude of investors towards mutual funds in any financial institution.
4. To conduct market surveys and investigate the perception of consumers towards any FMCG or business.
5. Able writing reports and methods of presentation.
6. Able to maintain Quality Criteria in Qualitative Research
7. Able to write research reports.

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

Module 1: Business Research Overview: Meaning, types, process of research;Research application in business decision making; Formulating research proposition/hypothesis; Developing a research proposal, research design formulation; sampling design and collection of data for research; data analysis and interpretation; Features of a good research study; Human side of business research covering organisational and ethical issues.

Module2: Data: Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, stoichiometry, check list; pre-testing of tools, pilot study; Processing of data; checking, editing, coding, transcription, tabulation, preparation of tables, graphical representation;Types of Measurement Scales.

Module3: Sampling: Sampling concepts, Sample v/s Census, Sampling and Non-sampling error, Types of probability and non-probability sampling; Determination of sample size.

Module4:Probability & Theoretical Distribution: Introduction to probability and theoretical distribution; Binomial, Poisson and Normal distributions and their relevance; Normal distribution and Standard Normal variate and its applications; Use of statistical tables.

Module5: Testing of Hypothesis: Steps in testing of hypothesis, statistical inference, Testing means – single population, large population; Testing for difference between two population means – large sample, small sample and paired sample, population of proportion.

Module6:Hypothesis testing for categorical data – Chi Square Test – Introduction, defining Chi-square test statistics, Chi-Square goodness-of-fit Test, Chi-Square test of Independence – Two-way contingency analysis; Application of Chi-Square test.

Module7:Analysis of Variance (ANOVA) – Introduction, One-way &Two-way ANOVA.

Module8:Qualitative Research: Nature, relevance, need, characteristics, and limitations of qualitative research; Interrelationship of qualitative and quantitative research, linkingqualitative and quantitative research in one design; Combining qualitative and quantitative data; Combining qualitative and quantitative methods; Linking qualitative and quantitative results; Triangulation.

Module9:Qualitative Research Methods: Case analysis, Focused Interview, Semi-Standardized Interview, Problem-Centred Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography; Grounded Theory Methodology.

Module10:Report Writing: Significance, and types of research reports;Report generation, steps inreport writing, and reference citation including APA format; Title page, Abstract,Introduction, Methodology, Results, Discussion, References, and Appendices.

Reference Books:

1. Discovering Statistics Using SPSS, by Andy Field A, SAGE,
2. How to Use SPSS: A Step-By-Step Guide to Analysis and Interpretation by Brian C. Cronk,
3. Goon Gupta and Das Gupta, Fundamentals of Statistics, Vol. 1, The World Press Pvt. Ltd., Kolkata.
4. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE.
5. Research Methods in the Social Sciences, Bridget Somekh& Cathy Lewin, 5th Edition, SAGE India.
6. Research Methodology – C.R. Kothari, VishwaPrakashan.
7. Research Methods – M MMunshi& K Gayathri Reddy, Himalaya Publishing House, 2015.
8. Marketing Research- Naresh K Malhotra- 5th Edition, Pearson Education /PHI 2007.
9. Business Research Methods – Donald R Cooper, Pamela S Schindler & J K Sharma.
10. Business Research Methods – Naval Bajpai – 2nd Edition, Pearson Education.
11. Research Methodology – Deepak Chawla &NeenaSondhi – 2ndEdition, Vikas Publications.
12. Business Research Methods – A South-Asian Perspective – William G Zikmund, Barry J Babin, Jon C Carr, AtanuAdhikari& Mitch Griffin – Cengage.

****

MBAS 455: OPERATIONS MANAGEMENT

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To familiarize the students with the production process and related issues in industrial Units.
2. to know the aspects like quality, Inventory, Maintenance, materials management; and Methods analysis
3. To familiarize the students with the Work Study and Work Measurement.
4. To study the modern methods of operations management
5. To study the Resources Planning
6. To study the Scheduling of Operations management
7. To study JIT, lean, 5s, TPM, BPR, six sigma, world class fabrication principles.

Course Outcomes

1. Define different types of productivity, and productivity measures.
2. Apply principles of value analysis and value engineering to specific operations management situations.
3. Apply different types of charts and diagrams to conduct study of the work and the method.
4. Explaining the need for aggregate planning, and the aggregate planning steps.
5. Able to prepare Resources Planning and Scheduling of Operations.
6. Illustrate how organizational capacity planning and its relationship to MRP is performed.
7. Elaborate on the JIT, lean, 5s, TPM, BPR, six sigma, world class fabrication principles.

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

Module 1: Introduction: Importance and significance of productivity, Productivity concepts – Macro and Micro factors of productivity, productivity from product and service perspective, different inputs and productivity measures, Various ratios related to finance, material and service.

Module 2: Value Analysis and Value Engineering: Concept of Cost, Price and Value, Role in Productivity, Procedure – Application and productivity benefit model.

Module 3: Work Study: Importance of work study – Method Study and Work Measurement – Pioneers of Performance Measurement. **Method Study**: Need for Method Study – Procedure of Method Study –Process Flow charts, Man machine diagrams, Principles of Motion Economy.

Module 4: Work Measurement: Techniques of Work Measurement including Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work, Times, Activity Sampling. Computation of Standard Time – Elements–TypesofElements–PerformanceRating–Allowances–NeedforAllowances–TypesofAllowances.

Module 5: Planning & Control of Operations: Need, Functions - Routing, Scheduling, shop loading and dispatch, follow up. Relations with other departments, Routing-Process layout indicating flow Chart of material from machine to machine. Dispatch in production control-documentation.

Module 6: Demand Forecasting: Forecasting as a planning tool, why do we forecast, Forecasting time horizon, Design of forecasting systems, Developing the logic of forecasting, Sources of data, Models for forecasting, Extrapolative methods using time series, Causal methods of forecasting, Accuracy of forecasts, Using the forecasting system.

Module 7: Aggregate Production Planning: Planning Hierarchies in operations, Aggregate Production planning, need for Aggregate Production planning, Alternatives for managing demand, Alternatives for managing supply, Basic strategies for aggregate production planning, Aggregate production planning methods, Master Production Scheduling.

Module 8: Resources Planning: Dependent Demand Attributes, planning a framework – the basic building blocks: Multiple levels in products, Product Structure, The Bill of Materials, Time phasing of the requirements, Determining the Lot Size, Incorporating Lead time information, Establishing the planning premises. MRP Logic, Using the MRP system, Capacity Requirements planning, Manufacturing Resources Planning (MRP II), Enterprise Resource Planning (ERP), Resource Planning in services.

Module 9: Scheduling of Operations: Need for Scheduling, Scheduling – Alternative terms, loading of machines, Scheduling Context, Scheduling of Flow Shops, Scheduling of Job Shops, Input-Output Control, Operational Control Issues in Mass production systems.

Module 10: Advanced Methods of Productivity and service level enhancements: Overview of JIT, Lean, 5S, TPM, BPR, Six Sigma, World Class manufacturing, Use of Technology in productivity and service enhancements: ITeS, CAD, CAM, CIM, CMMI.

Reference Books

1. Productivity Measurement for Business Excellence, PremVrat, G.D. Sardana, B.S. Sahay, Narosa Publishing House.
2. Operations Management for Competitive Advantage, Richard B Chase, Jacobs, Aquilano, Agarwal,
3. Introduction to Work Study, Editor – GeorgeKanawaty, Universal Publishing
4. Production and Operations Management, S.N. Chary, TMGH
5. Operations Management: Theory and Practice, B Mahadevan, Pearson.
6. Operations Management, Terry Hill, Palgrave
7. The Fundamentals of Production Planning and Control, Stephen Chapman, Pearson
8. Operations Now, Byron Fitch, TMGH.
9. Gopalakrishnan and Sundareshan- Material Management - An integrated approach. - PHI
10. Adam and Erbert-Production and Operations Management- PHI
11. Krajewski and Ritzman-Operations Management, Strategy and Analysis-AddisonWesley
12. P.B Mahapatra-Computer aided production Management-PHI
13. Render and Heizer-Production and Operations Management-PHI
14. Buffa -Modern Production Management- John Willey & Sons

****

MBAS 456: BUSINESS ETHICS AND SOCIAL RESPONSIBILITY

Workload : 4 hours per week - Total credits 04
Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To understand business ethics and its relevance in the business field
2. To understand the concepts of ethics and social responsibility.
3. To provide exposure on the Indian Heritage & CSR
4. To inculcate ethical principles.
5. To build ethical behavior.
6. To understand Indian ethos and morals.
7. To gain knowledge over positive work culture and moral values

Course Outcomes

1. Appreciate the concepts of business ethics
2. Understand the basic concepts of Indian Ethos
3. Able to understand and apply work ethos and values
4. Get familiar with the basic sources of Indian ethos and values
5. Understand the Indian Systems of learning.
6. Able to practice ethical principles.
7. Able to implement Indian ethos and morals.

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

Module 1, Nature of business ethics. Moral development and Moral reasoning, arguments for and against business-ethics. Moral responsibility. Social responsibility and business ethics. Development of business Ethics-Development of business ethics in different countries.

Module 2, Ethical principles. Utilitarianism, The moral status of corporations. Ethical theory. Ethics and business -decision making. Case studies of ethics in practice. Discrimination in employment. Affirmative action. Unjust dismissal, workers' rights and duties. Whistle blowing, working conditions. Quality of working life. Gender issues. Women at workplace. Protecting consumers: Ethical issues in delivering consumer needs. Marketing strategy and Ethics-Ethical practices in the market place - advertising. Marketing and product Safety-Government regulations: Role of government, corporate democracy. Government and corporate codes

Module 3, Controlling for more ethical behavior. Implementing business ethics, interpersonal relationships in organization- Controlling personal moral development within the organization. Controlling corporate culture and ethical decision making. Organizational politics.

Module 4, Indian ethos – an overview: Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices

Module 5, Work ethos and values: Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos Life Goals or Purusharthas, Professionalism and Karma Yoga, Values Vs Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management. Values are universal, why should we call them Indian Values

Module 6, Sources of Indian ethos in management: Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran,Management Lessons from Kautilya'sArthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management

Module 7, Indian systems of learning: Gurukul System of Learning: Meaning, Features, Advantages, Disadvantages. Modern System of Learning: Meanings, Features, Advantages, Disadvantages. Karma: Meaning, Importance of Karma to Managers, Nishkama Karma. Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma. Self-Management: Personal growth and Lessons from Ancient Indian Education System. Personality Development: Meaning, Determinants, Indian Ethos and Personality Development

Module 8, Indian heritage and CSR: Business Ethics, Theories of Business Ethics, Corporate Social Responsibility, Utilitarian Views on Business Ethics - Methods and means of checking corruption, Whistle blowing Fivefold debts (PanchaRina) Vs Corporate Social Responsibility.

Reference Books:

1. DevduttPattanaik (2015), Business Sutra: A Very Indian Approach to Management
2. R Nandagopal, AjithSankar RN: Indian Ethics and Values in Management, Tata Mc GrawHill, 2011
3. Bhatta, S.K. (2006), Business Ethics & Managerial Values, Deep and Deep Publications, New Delhi.
4. Jackall, R. - Moral Mazes: The World of Corporate Managers., New York, Oxford University Press.
5. Business Ethics Concepts and cases by Manuel G Velasquez, Fifth edition, PHI
6. Business Ethics - Ethical decision making and cases by Ferrell &Frederic, Houghton Mifflin Company, Boston, 1991.
7. Business Ethics - by Richard T De George, Third edition. Me Millan Publishing Co.
8. Business Ethics - A managerial, stakeholder approach by Joseph W Weiss. Wadsworth Publishing Co., California1994.
9. Ethics in Business - A Philosophical approach. By Thomas Donaldson and Patricia H Werhane, Fourth edition,
10. Rogene A Buchholz, Fundamental concepts & problem in business ethics, PHIC
11. Philip Kotler, Nancy Lee, Corporate Social Responsibility. John Wiley & Sons Inc.2005
12. Dave, Nalini V (2003): Vedanta and Mana. Deep and Deep Publications, New Delhi.
13. Adair, J. Management and Morality: The Problems and Opportunities of Social Capitalism. Famborough: Gower.

****

MBAS 457: SUPPLY CHAIN MANAGEMENT

Workload : 04 hours per week - Total credits: 4

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives

1. Know the concepts of Supply chain – its benefits, trends and features.
2. Outline the difference between CRM and SCM and to understand the role of managers in management of supply chain
3. Acquire knowledge on logistics management.
4. Evaluate the dynamics of global business environment from a competitive and economic perspective.
5. To study the Co-ordination in the supply chain
6. To study the role of Information technology in a supply chain
7. To study the significance of Global Supply Chain Management

Course Outcomes

1. Prepare the students to meet challenges of supply chain management.
2. Prepare the students to select appropriate CRM channel best suited for different firms.
3. Prepare the students to meet challenges of logistic.
4. Able to provide solutions to the SCM problems.
5. Understand the significance of Co-ordination in the supply chain.
6. Able to understand and effectively use Information technology in a supply chain.
7. Able to manage Global Supply Chain Management.

Pedagogy : Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

Module 1:Introduction to SCM : Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information).Supply chain strategy. Key issues in SCM, benefits.

Module 2: CRM Vs SCM, Outsourcing –basic concepts, value addition in SCM – concept of demand chain-management.

Module 3:Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics, bullwhip effects in logistics.

Module 4:Recent Trends in Supply Chain Management-Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management

Module 5:Supply Chain Benchmarking- Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure.

Module 6:Co-ordination in the supply chain, Bull-whip effect, the impact of lack of co-ordination on supply chain, Managerial obstacles to co-ordination within a supply chain, Building strategic partnership and trust within a supply chain, Internal supply chain management, Managing supplier relationship.

Module 7: Information technology in a supply chain, Role of computer, Drivers of new supply chain systems and applications, Information for strategic supply chain management, supply chain information technologies, Computer based information systems, logistics information systems, New information technologies, Enterprise resource planning systems, Designing the information system for logistics and supply chain management.

Module 8:Global Supply Chain Management: Global Strategy, Concept of global logistics and Global supply chains, Global supply chain management vs domestic supply chain management, trends towards global supply chain management, global supply chain strategy, global sourcing, global purchasing, and supply relations.

Reference Books:

1. Donald J. Bowersox& David. J Closs,-Logistical Management-Tata McGraw Hill
2. John T. Mentzer- Supply Chain Management-Response Books, Sage Publications
3. B.S. Sahay- Supply Chain Management-Macmillan.
4. Emiko Bonafield – Harnessing value in supply chain- John Wiley and sons.
5. BidurDhaul, EnverYucesan – Supply Chain Management - Vikas Publishing House, New Delhi.
6. K. Shridhara Bhat – Supply Chain Management, HPH

****

MBAS 458: NON-PROFIT MANAGEMENT

Workload	: 04 hours per week - Total credits: 4
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	1. Understood the history, theory and significance of voluntarism in global context. 2. Learn the standards and codes of conduct that are appropriate to professionals and volunteers in non-profit sector. 3. Inculcate, there by adhering to all the legal, financial and ethical frameworks under which non-profit organization operate, and regulated. 4. Apply financial accounting and management principles and concepts for revenue generation in non-profit organizational context. 5. To provide an idea about the domestic and international donors. 6. To provide an idea about different NGOs. 7. To study the significance of marketing for Non-profits.
Course Outcomes	1. Able to identifying potentials of non-profit organizations in the development of an economy. 2. Able to establish and manage a non-profit organization. 3. Able to identify the scope of non-profit organizations. 4. Acquire the skill required to manage a non-profit organization. 5. Able to understand and adopts the changing trends in non-profit sector. 6. Able to identify the donors. 7. Able to coordinate with other NGOs operating in the sector.
Pedagogy	: Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

Module 1: The World of Non-Profit Enterprises – third sector, non-profits sector, social enterprises; Economic, Sociological and Structural theories of non-profits; Contemporary role of non-profits; Non-profits vis-à-vis State and Business

Module 2: Accounting & Finance – Financial reporting in non-profits; Distinct needs of non-profit accounting; Sources of funds and their implications; Basic tenets of fund management in non-profits

Module 3: Human Resource Management – Volunteers & Staff, Critical issues of compensation, quality and retention, Training and development, Incentives and Motivation

Module 4: Governance and Professionalism – Governance process and Board role; Credibility and legitimacy issues; Professionalism, Productivity and measurement of quality

Module 5: Marketing for Non-profits, scope for marketing, marketing mix, market segmentation, advertisement and publicity for non-profit organisations.

Module 6: Basic legal requirements affecting nonprofits. Theories, methods, and practices for nonprofit organizations. Skills to participate strategically in nonprofit governance. Effectiveness of governance models, volunteer programs, organizational capacity, and inter-organizational relationships.

Module 7: Trends in non-profits in India, government's policy on non-profits, international supports for non-profit organisations.

Reference Books:

1. NGO Management, Michael Edwards & Allan Fowler (Eds), Earthscan
2. Global Civil Society: Dimensions of the Non-Profit Sector,LesterSolamon& Helmut Anheier,John Hopkins Centre for Civil Society, Baltimore
3. Helmut Anheier, TheNon-profit Sector, Routledge
4. The Third Sector, Jacques & Jose L. Monzon Campos (Eds), De Boeck

****

MBAS 459: DISASTER MANAGEMENT

Workload : 04 hours per week - Total credits: 4

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives :
1. To understand the foundations, reasons for occurrence of disaster
2. To Analyze the factors associated natural calamities.
3. To know the significance of technological innovations in Disaster Risk Reduction (DRR)
4. To develop Community based Disaster Preparedness Plan.
5. Reduces community vulnerability through hazard analysis and mitigation.
6. To know the role and responsibilities of government and other agencies.
7. To know the National Policy on Disaster Management in India.

Course outcomes
1. Students will have clear understanding of Disaster Profile
2. Gain knowledge over reasons for disasters.
3. Know Roles and Responsibilities of Different Agencies and Government.
4. Build and implement a community hazard mitigation plan.
5. Develop an emergency management system.
6. Application and use of ICST for different disasters.
7. Develop a disaster management policy.

Pedagogy : Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

Module 1, Understanding Disasters: Meaning, nature, characteristics and types of Disasters, Causes and effects, Disaster: A Global View, Disaster Profile of India, The Disaster Management Cycle.

Module 2, Geological and Mountain Area Disasters: Earthquakes · Volcanic Eruption · Landslides Snow Avalanches, Wind and Water Related Natural Disaster · Floods and Flash Floods, Droughts · Cyclones · Tsunamis, Man Made Disasters · Understanding Man-Made Disasters · Fires and Forest Fires · Nuclear, Biological and Chemical disaster · Road Accidents.

Module 3, Disaster Preparedness: Disaster Management: Prevention, Preparedness and Mitigation · Disaster Preparedness: Concept & Nature · Disaster Preparedness Plan · Disaster Preparedness for People and Infrastructure · Community based Disaster Preparedness Plan.

Module 4, Role & Responsibilities of Government and agencies: Role of Information, Education, Communication & Training · Role and Responsibilities of Central, State, District and local administration. Role and Responsibilities of Armed Forces, Police, Para Military Forces. Role and Responsibilities of International Agencies, NGO's, Community Based Org. (CBO's).

Module 5, Technologies for Disaster Management: Role of IT in Disaster Preparedness · Remote Sensing, GIS and GPS · Use and Application of Emerging Technologies · Application of Modern Technologies for the Emergency communication. · Application and use of ICST for different disasters.

Module 6, Disaster Mitigation: Disaster Mitigation: meaning and concept · Disaster Mitigation Strategies · Emerging Trends in Disaster Mitigation · Mitigation management · Role of Team and Coordination.

Module 7, Disaster Management in India: Disaster Profile of India – Mega Disasters of India and Lessons Learnt Disaster Management Act 2005 – Institutional and Financial Mechanism National Policy on Disaster Management, National Guidelines and Plans on Disaster Management; Role of Government (local, state and national), Non-Government and Inter-Governmental Agencies. National Disaster management Authority.

Reference Books:

1. Bryant Edwards (2005): Natural Hazards, Cambridge University Press, U.K.
2. Carter, W. Nick, 1991: Disaster Management, Asian Development Bank, Manila.
3. Central Water Commission, 1987, Flood Atlas of India, CWC, New Delhi.
4. Central Water Commission, 1989, Manual of Flood Forecasting, New Delhi.
5. Government of India, 1997, Vulnerability Atlas of India, New Delhi.
6. Sahni, Pardeep et.al. (eds.) 2002, Disaster Mitigation Experiences and Reflections, Prentice Hall of India, New Delhi.
7. Bryant Edwards (2005): Natural Hazards, Cambridge University Press, U.K.
8. Roy, P.S. (2000): Space Technology for Disaster management: A Remote Sensing & GIS Perspective, Indian Institute of Remote Sensing (NRSA) Dehradun.
9. Sharma, R.K. & Sharma, G. (2005) (ed) Natural Disaster, APH Publishing Corporation, New Delhi.
   www.GIS. Development.net
10. www.iirs.nrsa.org
11. http://quake.usgs.gov
12. K.N.Shastri, Disaster Management in India, Gaurav Book Centre Pvt Ltd,
13. Jagbir Singh, Disaster Management, I K International Pvt. Ltd-New Delhi.

****

MBAS 460: MARKETING ANALYTICS

Workload : 4 hours per week - Total credits 04

Examination : 3 hours; 30 marks continuous evaluation &70 marks final examination.

Objectives

1. To gives a broad overview of marketing analytics to people who don't have any related background.
2. To describe all the critical topics in a consumer-focused analytic approach.
3. To describe the students who have learned plenty of theories and want to learn how to apply methodologies.
4. To learn how analytics work in real life.'
5. To describe an overview of the most actionable techniques that virtually any organization can apply to gain immediate benefits.
6. To study scientific and innovative solutions to common marketing problems in the current business environment.
7. To study the recent trends in marketing analytics.

Course Outcomes

1. After understanding marketing analytics the student can become a marketing analyst.'
2. Marketing analytics would save a lot of independent research
3. Students will be sound smarter in the boardroom after understanding marketing analytics.
4. Understanding of marketing analytics adds a completely new dimension to marketing science.'
5. It helps to Optimize Your Marketing Spending Using Customer Data.
6. It helps to present meaningful, clear data to support decision making and convince stakeholder.
7. Understanding of marketing analytics helps a company make informed business decisions.

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

Module 1: Introduction to marketing analytics: Summarize Marketing Data: Slicing and Dicing Marketing Data with PivotTables, Using Excel Charts to Summarize Marketing Data, Using Excel Functions to Summarize Marketing Data.

Module 2; Pricing: Estimating Demand Curves and Using Solver to Optimize Price, Price Bundling, Nonlinear Pricing. Price Skimming and Sales, Revenue Management.

Module 3: Forecasting: Simple Linear Regression and Correlation, Using Multiple Regression to Forecast Sales,Forecasting in the Presence of Special Events, Modeling Trend and Seasonality, Ratio to Moving Average Forecasting Method, Winter's Method, Using Neural Networks to Forecast Sales.

Module 4: Customer Value: Calculating Lifetime Customer Value, Using Customer Value to Value a Business, Customer Value, Monte Carlo Simulation, and Marketing Decision Making, Allocating Marketing Resources between Customer Acquisition and Retention

Module 5: Market Segmentation - Cluster Analysis, Collaborative Filtering, Using Classification Trees for Segmentation

Module 6: Forecasting New Product Sales- Using S Curves to Forecast Sales of a New Product, The Bass Diffusion Model, Using the Copernican Principle to Predict Duration of Future Sales.

Module 7: Retailing- Market Basket Analysis and Lift, RFM Analysis and Optimizing Direct Mail Campaigns, Using the SCAN*PRO Model and Its Variants
Allocating Retail Space and Sales Resources, Forecasting Sales from Few Data Points

Module 8: Advertising- Measuring the Effectiveness of Advertising, Media Selection Models, Pay per Click (PPC), Online Advertising

Module 9: Marketing Research Tools- Principal Components Analysis (PCA)
Multidimensional Scaling (MDS),Classification Algorithms: Naive Bayes, Classifier and Discriminant Analysis, Analysis of Variance: One-way ANOVA, Analysis of Variance: Two-way ANOVA

Module 10: Internet and Social Marketing- Networks, The Mathematics Behind *The Tipping Point,* Viral Marketing, Text Mining

Reference Books:

1. Mike Grigsby, Marketing Analytics: A Practical Guide to Real Marketing Science, 2nd Ed, Kogan Page Limited, E-ISBN 978 0 7494 7418 8, Amazon Asia-Pacific Holdings Private Limited
2. Omer Artun and Dominique Levin, Predictive Marketing - Easy Ways Every Marketer Can Use Customer Analytics and Big Data, Wiley. (2015), Amazon Asia-Pacific Holdings PrivateLimited
3. Wayne L Winston, Marketing Analytics- Data-Driven Techniques with Microsoft Excel, Wiley, Sold by Amazon Asia-Pacific Holdings Private Limited.
4. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics, 1st Ed, Kindle Books.
5. Chuck Hemann, and Ken Burbary, Digital Marketing Analytics: Making Sense of Consumer Data ina Digital World (Que Biz-Tech) Kindle Edition, Que Publishing, Sold by Amazon Asia-PacificHoldings Private Limited.
6. Rajkumar Venkatesan, Paul W. Farris and Ronald T. Wilcox (2014), Cutting Edge MarketingAnalytics: Real World Cases and Data Sets for Hands on Learning, Pearson FT Press.
7. Sandhya Kuruganti and HindolBasu, Business Analytics: Applications To Consumer Marketing (2015), McGraw Hill.

MBAS 461: Insurance Management

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours, 30 marks continuous evaluation and 70 marks final examination

Objectives

1. To study the basics of insurance and Indian insurance market.
2. To describe the role of IRDA in controlling insurance market.
3. To describe the products of life and general insurance.
4. To describe the need for health insurance.
5. To study the significance of rural insurance and social insurance
6. To study the unemployment insurance and miscellaneous products
7. To understand how to manage life insurance risk
8. To describe the globalisation of insurance market

Course Outcome After completion of the course the students will be able to:

1. Able to analyze the role of IRDA in controlling insurance market.
2. Able to analyze and design the of life and general insurance products.
3. Capable to describe and of sell insurance products.
4. Capable of handling rural insurance and social insurance
5. Able to manage the unemployment insurance and miscellaneous products.
6. Capable to manage life insurance risk.
7. Understand impact of globalization on insurance market.

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

Module 1: Insurance: Meaning, nature and significance, essential requirements and principles of Insurance, Contract elements of General Insurance and Life Insurance, re-insurance, nationalization of insurance business in India, Role of Insurance in national economy. Definition of Risk and Uncertainty, Classification of risks, sources of risk-external and internal, risk management. IRDA Act, Rationale of opening of the insurance sector to the private sector. Marketing of insurance products, distribution channels, concept of postal life insurance,

Module 2: Types of Insurance Business in India: LIC of India, Role, functions and policies, modern life insurance in India, private sector companies in life insurance sector, recent trends in life insurance. **General Insurance:** Meaning and origin, growth of General Insurance, nature of general insurance, different types of general insurance, law relating to general insurance organization and management of general insurance in India. **Deposit and Credit Insurance:** Nature, terms and conditions, claim, recovery etc. public liability insurance, emergency risk insurance.

Module 3: Life Products: Elements of Life Insurance - Features of Term Insurance - Features of Endowment assurance - Role of Term and Endowment in Product Designing - Types of Life Insurance Policies - Annuity & Pension Policies - Whole Life Policies - Money Back Policies - Other Types.

Module 4: Health Insurance Individual Medical Expense Insurance - Long Term Care coverage - Disability Income Insurance – Medi-claim Policy - Group Medi-claim Policy -

Personal Accident Policy - Child Welfare Policy. Health Insurance Products and Disability Income Insurance Critical Issues - Functional aspects - Indian Scenario-Future Prospects

Module 5: Rural Insurance and Social Insurance-Various Rural Insurance Policies- Project Insurance-Social Insurance-Old Age, Survivors and Disability Insurance-Types of Benefits.

Module 6: Unemployment Insurance and Miscellaneous Products - Workers Compensation- Motor Vehicles Insurance: Need - Types - Factors to Be Considered for Premium Fixing. Burglary - Jeweler's Block Insurance - Baggage Insurance - Micro Insurance -Banker's Indemnity Insurance - Aviation Insurance - Fidelity Guarantee Insurance - Public Liability Insurance

Module 7: Underwriting and Pricing – Objectives and Principles Behind Underwriting - Underwriting Life and Non-Life Insurance Business - Pricing and Rating Procedure - Basic Pricing Methods-Re- Insurance - Role of Re-Insurance - Nature of Re-Insurance Risk-Bancassurance - Concepts - combination of banking and insurance business, difference between banking insurance and life insurance companies, claims management- settlement, - Insurance Accounting - Financial Analysis and Valuations-Solvency and Performance Measures.

Module 8:Life Insurance Risk Management: meaning of risk management, features, objectives, risk management process, use of technology in risk management, risk management and decision making, enterprise risk management, risk management information system (RMIS), life Insurance underwriting, Life Insurance Financial Management and Retirement Planning

Module 9:Globalisation of insurance market: need for Globalisation, Globalisation and liberalisation, global picture of insurance Globalisation and its impact on India, benefits and challenges of market access liberalization, Information Technology and Life Insurance companies and recent developments in Life Insurance companies in India.

Reference Books::

1. Rejda George E, (2008), Principles of Risk Management and Insurance, 9th edition, Pearson Education, New Delhi
2. Gupta P. K., (2005) Insurance and Risk Management, Himalaya Publishing House, New Delhi
3. Periswamy P., (2005), Principles and Practices of Insurance, Himalaya Publishing House, New Delhi
4. Harrington and Meshaces, (2006), Risk Management and Insurance, 2nd edition, Tata Mc Graw Hill Publishing Company Limited, New Delhi
5. Ganguly Anand, (2004), Insurance Management, New Age International (P) Ltd., New Delhi
6. Palande P. S., Shah *et al*., (2003), Insurance in India: Changing Policies and Emerging opportunities, Sage Publications, New Delhi
7. ICFAI, Bancassurance: An Introduction – ICFAI University Press
8. Indian Institute of Banking and Finance, Insurance Products and Services, IIBF and Taxman
9. Indian Institute of Banking & Finance, Treasury & Risk Management in Banks, 2012, Taxman Publications (P) Ltd.
10. M.N. Mishra: Insurance Principles and Practice: sultan Chand and company, New Delhi.
11. C. Arthur Williams.Jr, Michal L. smith Peter C Young: Risk Management and Insurance.

****

MBAS 462: FINANCIAL SERVICES

Workload : 04 hours per week - Total credits: 4

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives

1. To offer specialized knowledge in existing and emerging areas of merchant banking and financial services.
2. To train the students to handle financial markets.
3. To study the underwriting of issues.
4. To describe about credit rating of financial instruments.
5. To describe the treasury management services.
6. To describe the evaluation of hire purchase and leasing.
7. To study the central and commercial banking operations.

Course Outcomes

1. Understand the capital market operations.
2. Able to handle and work with underwriting organizations.
3. Able to evaluate the credit rating of financial instruments.
4. Able to work with treasury management activities.
5. Able to the evaluation of hire purchase and leasing.
6. Able to work with central and commercial banking operations.
7. Able to evaluate and sell insurance and banking products.

Pedagogy : Lectures, assignments, Industrial visits and practical exercises, discussions, seminars.

Module 1: Financial System: functions of a financial system, components of financial systems, Structure of a financial system. Problems of Indian financial system.

Module 2: Merchant Banking - historical perspective - nature of services provided by Merchant bankers - structure of merchant banking firm - setting up and managing a merchant banking SEBI regulation on merchant banks.

Module 3: Financial Markets -capital markets -primary markets -methods of raising funds from primary market -public issue - SEBI guidelines for primary issue and relevant t company law provisions to primary issue -secondary market operations -internet trading (introduction to the concept) -global markets -issue of American depository receipts and global depositary receipts-guidelines on their issue -emerging trends.

Module 4: Financial services: underwriting -stock broking depositories. Consumer finance -car financing -financing of consumer durables and other services provided by financial service companies.

Module 5: Credit rating: approaches and process of rating- credit rating agencies-CRISIL and ICRA, CARE ratings for financial instruments-methodology of rating, rating of companies based on acceptable ratios (Altman‟s z-score ratios).

Module 6: Treasury Management Services: Treasury as an independent profit center - investment of surplus funds - money market operations - treasury bills, commercial bills, commercial papers, certificate of deposits, Gilt edged securities markets.

Module 7: Leasing: Concept and classification of leasing - present legislative frame work of leasing - lease evaluation (lessors & lessee's point of view) - tax aspects of leasing.

Module 8: Hire Purchase: Introduction -Concepts and characteristics - legal aspects and tax implications-financial evaluation

Module 9: Central and Commercial Banking: definitions- functions -nationalization of banks -RBI-functions and working

Module 10: Insurance -role of insurance in financial framework - General insurance -life insurance - marine insurance -medical insurance and others, recent trends in insurance industry, impact of privatization on insurance industry.

Reference Books::

1. L.M.Bhole-Financial Institutions and Market-TataMcGraw-Hill Publishing company Ltd.
2. Sharpe, Alexander and Bailey – Investments - Pearson
3. I Friend M Blume, J Crocket.-Mutual funds and other institutional investors – McGraw Hill.
4. Sanjay Lal and Paul Streeten.- Foreign investments, Transnationals and Developing Countries- Macmillan Press
5. N. J Yasaswy -Personal Investment and tax planning- Vision Books, New Delhi
6. Shekar and Shekar - Banking Theory and practice – Vikas Publishing House.
7. Julia Holyoake ,WilliamWeipers - Insurance 4th Edition - Financial World Publishing
8. M Y Khan- Financial Services-Tata McGraw-Hill Publishing Company Ltd.
9. Gordon and Natarajan -Fiancial Markets and Services - HPH
10. Indian institute of banking and Finance, Principles Practices of Banking -MacMillan.
11. Indian institute of banking and Finance, Legal and Regulatory Aspects of Banking - Mac Millan.
12. Pandian P – Financial Services and Markets - Vikas Publishing House, New Delhi.
13. Shashi K Gupta and Nisha Aggarwal, Financial Services, 5th Revised Edition, 2014, Kalyani Books.

****

III SEMESTER

MBAH 501: ENTREPRENEURSHIP AND START-UPS

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives

1. Understand the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.
2. Know the process of starting a new venture and create their business plan; and to be familiar with valuation of business and the source for financing new venture.
3. Be familiar with legal aspects and government policy relating to entrepreneurship.
4. Understand the functions of entrepreneur in the successful commercial application of innovation.
5. To study the Growth and Challenges to Woman Entrepreneurs
6. To study the significance of acquiring established business.
7. To study the challenges of small business.

Course Outcome

1. Identifying research problems of entrepreneurs and able to provide solution for the same.
2. Acquire the skills to identify new areas of business.
3. Able to identify potential source of finance.
4. Acquire the skill to Analyze and identify the potential market for the new business.
5. Able to provide suggestions to face theChallenges of Woman Entrepreneurs
6. Able to evaluate the established business to acquire it.
7. Able to manage small business.

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

Module 1: Entrepreneurship: Concept of Entrepreneurship and Entrepreneur – Definition – Process of entrepreneurship –Theories of Entrepreneurship - Characteristics of successful entrepreneurs – Functions of an Entrepreneur - Family Entrepreneur- Growth of Entrepreneurship in India - Entrepreneur and Entrepreneurship in economic development – Entrepreneurship Development Programmes (EDPs).

Module 2: New Ventures and Business Plan: Business idea – methods of generating ideas – sources of business idea – evaluation of the environment – analysis of the industry and the competitors – final selection of the business idea.–Business Plan - Need for a Business plan - Steps in the preparation of business plan - Operating plans and financial plans- Organizational Plan - Marketing plan- Marketing functions –Market research and its implications.

Module 3: Feasibility Planning - Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan.

Module 4: Business Acquisitions and Franchising: Kinds of Mergers and Acquisitions - Advantages and disadvantages of acquiring established business - considerations for evaluation of business - Methods of valuing a business - Franchising – advantages and disadvantages of franchising – evaluation of Franchise arrangement .

Module 5: Managing growth: Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages – Growth and Strategic Management – Growth through Expansion, Diversification, joint venture, Sub-Contracting**.**

Module 6: Financing a new venture: Financing and its effects on effective asset management - Alternate methods of financing - Venture capital and new venture financing, Venture capital process, venture leasing, Private Equity, Foreign Direct Investments, Foreign Institutional Investments - working out for working capital requirement, Government agencies assisting in financing the project.

Module7: Small Business and Government Policy: Role of Small Business in building the economy - Strengths and weaknesses of small business – Definition of small business under the Micro, Small and Medium Enterprises Development Act, 2006 – Small business after Liberalization, Privatization and Globalization(LPG) - Export potentials of Small Scale Industries - Causes for small business failure - Success factors for small business. Government Policy in respect of Small business; Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to 'Export oriented unites' .

Module 8: Women and Rural Entrepreneurship: Growth and Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs. NGO and Rural Entrepreneurship- need for rural Entrepreneurship-Problems of rural Entrepreneurship.

Module 9: Legal aspects: Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copy right and the concept of fair use - Protection of intellectual property.

Reference Books:

1. Hold Davis H - Entrepreneurship - Prentice Hall of India.
2. Siropolis Nicholas - Entrepreneurship and Small Business, 6th edition - All India Publishers and Distributors.
3. Prasanna Chandra - Projects, Planning, Analysis, Selection, Implementation and Review, 4th edition - Tata McGraw Hill
4. Peters Hisrich - Entrepreneurship, 4th edition. - Irwin McGraw-Hill
5. Burns Tim - Break the curve - International Thomson Business Press
6. Harvard Business Review on Entrepreneurship – HarvardBusinessSchool Press.
7. R V Badi and N V Badi - Entrepreneurship, Recent Edition -Vrinda publications (P) Ltd.
8. C.S.V.Murthy - Small Scale Industries and Entrepreneurial Development - Himalaya Publishing House.
9. MadhurimaLallShikhaSahai -Entrepreneurship - Excel Books.
10. S.S .Khanka - Entrepreneurship Development - S. Chand and Company Ltd
11. Marc J. Dollinger -Entrepreneuship Strategies and Resources - Pearson Education.

****

MBAH 502: STRATEGIC COST MANAGEMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives:

1. To appreciate the importance of the application of management accounting concepts.
2. To understand the various cost analysis required in business functioning.
3. To prepare various statements related to financial position of a firm.
4. To take decisions using management accounting tools
5. To understand the budgetary control techniques
6. To have knowledge about cost analysis for decision making
7. To Analyse the financial positions of the companies.

Course outcome

1. Analyse the CVP techniques to determine optimal managerial decision
2. Experiencing on budgeting techniques
3. Making decision on cost analysis
4. use the theoretical knowledge for decision making
5. Analyse the financial position of the companies
6. Understand the practical difficulties in cost management
7. Able to prepare budgets for companies

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

Module 1, Overview of Strategic cost management: Cost management- Meaning, Phases, Benefits, Steps, Techniques; Strategic Cost management - Meaning and Components. Role of Management Accountant in Strategic Cost Management, Strategic Total Cost Management, Strategic Cost Analysis, Cost Leadership Strategy, Cost Control and Reduction Systems. Types of cost management programs, precautions in cost management programs, Value Engineering and its phases, Value Analysis, Brief description of Operations Research Techniques in cost reduction, Business Process Re-engineering.

Module 2, Cost Concepts and Application of Marginal Costing in Decision making: Types of cost; Importance of behavior-wise cost classification, Methods of splitting semi- variable cost.Marginal costing; Key or Limiting factor Analysis. Utility and Limitations of marginal costing, Practical decision-making involving cost analysis- Make or Buy decisions, Introduction of new product and diversification, Discontinuing of product, Market Expansion and Contraction, Accepting/Reject special offer below total cost or domestic price, Fixation of selling price, Temporary shutdown.

Module 3, Activity Based Cost (ABC) System: Reasons for emergence of ABC Systems, Activity based on Costing- Meaning, Objectives, Steps in ABC. Terminologies- Cost pools, Cost Drivers, Cost Objects, ABC System and Strategic decision making- New concepts in ABC- Activity Based Budgeting, Activity Based

Management, Activity Based Accounting, Customer Costing, Customer Profitability Analysis.

Module 4, Target Costing: Concept of target Costing- Basic premises, Common procedure, Major concepts, Possibilities, Steps in Target Costing approach, Benefit of Target Costing, Target Costing Methodology, Methods of establishing Target Costing- Subtraction Method, Additional Method, Integrated Method. Role of Management Accountant in Target Costing, Target Cost Management, Ascertainment of Total Target Cost; Cost Tables, Attributable costing.

Module 5, Responsibility Accounting and Divisional Profitability: Concept of Responsibility Accounting- Basic principles,constraints in introducing responsibility accounting, requirements for setting up responsibility accounting, responsibility report, cost centre, profit centre, investment centre, extent of manager's control over responsibility centre, revenue centre, divisional income statement, divisional profitability- ROCE method, divisional profitability- residual income method - evaluation of ROCE and residual income method.

Module 6, Interdivisional Transfer Pricing: Transfer pricing system –Cost-based Transfer Pricing – Market-based transfer pricing, Negotiated transfer pricing by prorating overall contribution; Transfer Pricing- General rule, General conflicts in fixation of transfer prices, Proposal for resolving transfer pricing conflicts, International transfer pricing.

Module 7, Pareto Analysis: Pareto analysis- meaning, uses, practical applications of Pareto analysis.

Module 8, Productivity Management: Meaning, measurement of productivity, ratios in measuring productivity, Productivity Index and Total Productivity Index, Productivity of material, labour, capital and other factors, productivity of management resources, productivity and profitability, productivity and value added, productivity and quality; Importance of human factor in productivity drive, productivity objective, productivity plan, productivity audit, total productivity management, performance management reports.

Module 9, Balanced Score Card (BSC): Balanced Score Card- Four Perspectives, Stages in developing BSC, Information required under BSC, BSC and improvement of strategic performance, Performance measures in BSC, Benefits and limitations of BSC.

References:

1. Kishore RaviM (2018): *Strategic Cost Management, 5th edition,* Taxmann Publications Private Limited.
2. JawaharLal(2015): *Strategic Cost Management,* Himalaya Publishing House.
3. BandgarP.K(2016): *Strategic Cost Management,* Himalaya Publishing House.
4. Saxena, V. K. (2018). *Strategic Cost Management and Performance Evaluation*, Sultan Chand Publications
5. Padhukas(2019): *Students Handbook on Strategic Cost management and Performance Evaluation,* Wolfers Kluwer Publication.
6. Paresh Shah (2015). Management Accounting, Oxford Publications

7. P S Ananthnarayan (2015). Management Accounting, Oxford Publications
8. Khan M Y and Jain P K. (2017). Management Accounting. Tata McGraw-Hill.
9. *Advanced Management Accounting, Part A, (Practice manual),* The Institute of Chartered Accountants of India, New India.
10. John KShankandGovindrajan(1993): *Strategic Cost Management: The new tool for competitive advantage, The* Free Press.
11. Blocher Chen Colcins(2006): *Cost Management:* A strategic Emphasis.

****

MBAH 503: OPERATIONS RESEARCH

Workload: 04 hours per week - Total credits: 4

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives :

1. To acquaint with the application of operations research to business and industry.
2. Help them to grasp the significance of analytical techniques in decision making.
3. To study how to manage the projects with limited resources.
4. To study the applications of transportation models in business.
5. To study the network analysis to manage projects.
6. To study the LLP models in business.
7. Know about simulation its business Applications

Course Outcome:

1. Able to identify the applications of OR in business.
2. Acquire the OR skills to manage business operations.
3. Understand the applications of multiple subjects to manage activities.
4. Understand the difference between real world problems and simulated problems.
5. Able to apply transportation models in business.
6. Able to understand and apply replacement decisions effectively.
7. Able to manage the projects with limited resources.

Pedagogy : Lectures, assignments, practical exercises, application of operations research techniques to business related problems.

Module 1: Introduction: Nature and scope of Operation Research. Basic concepts and definitions - methodology of OR. Construction, solution and testing of model.

Module 2: Linear Programming (L.P): Concept and formulation of L.P. models – graphical technique, working on simplex algorithm and interpretation of final results, duality problems, Sensitivity Analysis.

Module 3: Transportation and Assignment problems.

Module 4: Network analysis (PERT/CPM): Drawing an arrow network and numbering the events. Estimation of job duration, the concept off slack and float, the concept of critical path analysis and probability considerations, crashing a network and determining project cost trade off.

Module 5: Game Theory: 2-person zero-sum games, solution methods, use of L.P.

Module 6: Waiting line series: Basic structures and components of a queuing system. Design of the queuing system. A single channel, single-phase queuing models, Multi-channel model with business examples.

Module7: Replacement Decisions: Replacement of capital equipment's that deteriorates with time, replacement of items that fail completely.

Module 8: Simulation: Basic concepts, Monte Carlo method, random number generation, some business application of simulation models.

Reference Books::

1. Levin and Kirkpatrik. - Quantitative Approaches to Management - McGraw Hill
2. P.K. Gupta and Man Mohan - Operations Research and Statistical Analysis - Sultan Chand & Co.
3. N. Paul Loomba - Linear Programming - McGraw Hill
4. Handy A. Taha - Operations Research : An introduction - Collin Macmillan
5. Wagner - Principles of Operations Research – Prentice Hall of India
6. SA Sieni,Yaspan and Friedman - Operations Research- Methods and Problems - John Wiley & Sons.
7. N.D. Vohra- Quantitative Techniques in Management- Tata McGraw Hill
8. J K Sharma - Operations Research: Theory and applications -Macmillan Publishers India Ltd.
9. VeerabhadrappaHavinal - An Introduction to Operations Research- New age International Publishers.
10. R.C. Mishra, and AnkitSandilya - Principles of Operations Research - New Age International Publishers,
11. Pradeep PrabhakarPai - Operations Research: Principles and Practice - OXFORD University Press, Higher Education
12. Anand Sharma - Operations Research – HPH
13. S Kalavathy – Operation Research – Vikas Publishing House.
14. Kothari CR- An Introduction to Operational Research- Vikas Publishing House, New Delhi, 3rdEdn.

****

MBAS 504: STRATEGIC FINANCIAL MANAGEMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives

1. To provide with the basic knowledge of financial management and its functions.
2. To provide an understanding about the sources of finance and its best mix.
3. To provide the skill to evaluate alternative investment proposals.
4. To provide the knowledge of factors influencing dividend, capital structure, working capital of a firm.
5. To study the sources of working capital.
6. To study the leverage in decision making process.
7. To study venture capital and project planning.

Course Outcome:

1. Be familiar with functions of financial management and decision-making.
2. Able value the financial assets for evaluation.
3. Able to evaluate leverages in decision making process.
4. Know various theories on capital structure and dividend policy.
5. Able to determine the value of securities and the value of the firm.
6. Comprehend the concept of Venture capital
7. Able to prepare and manage Project Planning.

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

Module 1, Financial policy and strategic planning–Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan- Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

Module 2, Strategic financing decision: Capital Structure and value in the perfect world, imperfections and capital structure, Signaling theory, Tools for developing an effective capital structure, Guidelines for capital structure planning, Dividend policy and firm value, implications of real world imperfections, Dividend policy formulation, Rationale and objections to share buyback and valuation

Module 3, Corporate valuation: Context of valuation approaches to valuation, features of valuation process, a philosophical basis for valuation, generalities about valuation. Enterprise DCF model- Analysing historical performance- Estimating cost of capital-Forecasting performance- Continuing value- Calculating and Interpreting the results- Other DCF models: Equity DCF model, Dividend Discount model, Free Cash Flow to Equity (FCFE) model, Adjusted Present Value, Economic Profit model, Application and Limitations of DCF analysis.

Module 4, Relative valuation and Non DCF Approaches to Valuation: Steps Involved in Relative Valuation, Equity Valuation Multiples, Enterprise Valuation Multiples, Choice of Multiples, Best Practices Using Multiples, Assessment of Relative Valuation, Book-Value Approach, Stock and Debt Approach, Strategic Approach to Valuation, Market Efficiency and Valuation, Call Option based Valuation, Guidelines for Valuation.

Module 5, Probabilistic Approach in Valuation: Scenario Analysis, Decision tree, Simulation, An Overall Assessment of probabilistic Risk Assessment approach.

Module 6, Advanced issues in valuation: Companies of different kinds, Valuation of different context, Loose ends of Valuation, Valuation of Intangible Assets- Patents, Trademarks, Copy writes, and licenses: Franchises, Brands-Economic approach to valuation, WACCV Flow to Equity method.

Module 7, Corporate risk management:types of Risk – Measurement of riskApproaches to Risk Management – The Process of Risk Management – Techniques of Risk Management – Risk Management Guidelines.Concept of ERM, Principal terms in Enterprise Risk Management (ERM),Framework for risk management and control, Role of credit agencies in the evaluation of risk managementfunctions

Module 8, Value based management-Methods and Key premises of VBM-Marakon approach-ALCARapproach-Mckinsey approach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters.

Reference Books::

1. Rajiv Srivastava and Anil Misra- Financial Management-OXFORDUniversity Press.
2. Prasannachandra -Financial Management- Tata Mc GrawHill
3. I M Pandey -Financial Management-Vikas Publishing House Pvt. Lt. New Delhi
4. Lawrence D. Schall and Charles W. Haley -Introduction to Financial Management-McGraw Hill.
5. Van Horne- Financial Management and policy- PHI .
6. John J Hampton -Financial Decision Making-PHI .
7. Prasanna Chandra -Finance Sense –Tata McGraw Hill.
8. Prasanna Chandra - Project management-Tata McGraw Hill.
9. GirishAhiya& Ravi Gupta - Systems approach to income tax
10. Harvey Maylor-Project Management- Pearson Education
11. R C Mishra andTarunSoota-Modern Project management- New Age International Pvt. Ltd.
12. Dr Vinod K Singhania , Monica Singhania - Students Guide to Income Tax
13. Vishwanath.S.R-Corporate Finance(Theory and Practice)-Response Books
14. K Nagarajan-Project Management-New Age International Pvt. Ltd.
15. Jakhotiya GP- Strategic Financial Mangement- Vikas Publishing House, New Delhi, 2nd Edn.
16. M Y Khan and P K Jain, Financial Management: Text, Problems and Cases, McGraw Hill Education

****

MBAS 505: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives
1. Understand the functioning and objectives of capital markets
2. Identify the risk return characteristics of various financial instruments
3. Write down the fundamental analysis and technical analysis
4. Describe the methods of portfolio construction and selection.
5. To study the evaluation of portfolio.
6. To study the risks associated with investments avenues.
7. To study derivatives as a hedging mechanism.

Course Outcome:
1. Acquire the knowledge of capital market and its functions and products.
2. Able to distinguish the investment products based on its risk and return.
3. Able to select and construct best portfolio.
4. Able to provide investment advice to the clients.
5. Able to identify and manage the risks associated with the investments avenues.
6. Able to use derivatives in managing risks.
7. Able to Analyze the capital market.

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

Module 1, Overview of Investment and Financial Markets: Meaning, Attributes, Investment vs Speculation, Features of good investment, Investment process, Investment evaluation criteria, classification of investment avenues and their risk return profile.Financial markets- Functions, Classifications of markets, leading stock market Indexes of India and the world, Types of Indexes- Price weighted index, Value weighted index, Equal weighted index and their construction.

Module 2, Risk and Return: Return, Risk-Sources of Risk, types of risk, measuring of risk: Historical return and risk, expected return and risk, computation of: Beta, Correlation, covariance, systematic risk and unsystematic risk.

Module 3, Fundamental Analysis and Technical Analysis: Economy- industry and company analysis. Technical Analysis, Charting Techniques, Technical Indicators, Testing Technical Trading rules, evaluation of technical analysis, fundamental vs technical analysis.

Module 4, Modern portfolio theory: Portfolio analysis and selection- benefits of diversification- Markowitz model, Sharpe's Single index model, capital market theory-assumptions: lending vs leveraged portfolios. Risk and investor preferences, selecting the best portfolio- Sharpe's portfolio optimization, significance of Beta in portfolio.

Module 5, Portfolio management strategy: Active and passive portfolio management strategies, portfolio revision strategy- objectives and performance plan.

Module 6, Capital Asset pricing model and Arbitrage pricing theory: Assumptions of CAPM, Empirical evidence, limitations, Security Market Line Equation, Security Market Line vs Capital Market Line. Arbitrage pricing theory and multifactor models.

Module 7, Managed portfolios and portfolio performance valuation : Measures of performance evaluation- Sharpe's, Treynor's, Jenson's Alpha, Fama's measure, M2and information ratio.

Module 8, Derivatives: Meaning, Types- Forwards, Futures, Options, Swaps. Option Terminology, Equity Options in India, Options and their pay off, Option Strategies, Factors Determining option Valuation- Binomial Model, Black-Scholes model, Futures Contract- Long and short position, mark to market, equity and commodity Futures in India, Pricing Futures Contract, Use of Futures Contract.

REFERENCES:

1. Chandra Prasanna(2017): *Investment Analysis and portfolio management,* Fifth Edition, Tata Mc Graw Hill Education, Private India Limited.
2. Jones Charles P(2014): *Investments*- Principles and Concepts*,* 12th edition, Wiley India Private Limited.
3. Reilly Frank K and Brown Keith C(2012): *Analysis of Investment and management of portfolios,* 19TH edition, CENGAGE Learning.
4. BodieZvi, Kane Alex, Marcus A.J, MohantyP(2018): *Investments,* 10TH Edition, Tata Mc Graw Hill Education, Private India Limited.
5. Fischer Donald E And Jordan Ronald J(2019): *Security Analysis and Portfolio Management,* Pearson Publication.
6. Srivastava Rajiv (2018): *Investment Management,* Wiley India Private Limited.
7. Khatri Dhanesh (2014): *Security Analysis and Portfolio Management,* Trinity Press.
8. Ranganatham. M. and Madhumati.R. (2012): *Security Analysis and Portfolio Management,* Pearson Publication Education.
9. Haugen. Robert.A (2018): *Modern Investment Theory,* Pearson India Education services Pvt. Limited.

****

MBAS 506: Tax Planning

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives

1. Understand the importance of personal tax planning and various tax planning measures and instruments.
2. Be familiar with different tax laws, indirect tax provisions to build up, and maintaining business concern.
3. To study and familiarize the consequence of Tax Evasion, Tax Avoidance
4. Analyze the impact of tax laws on companies and individuals.
5. Be familiar with different strategies available to minimize the tax liability.
6. To study the recent trends in tax laws.
7. To study tax planning with regards to specific managerial decisions.

Course Outcome:

1. Acquire the knowledge of corporate and personal tax laws.
2. Able to Analyze the corporate and personal tax planning.
3. Understand the consequence of Tax Evasion, Tax Avoidance
4. Able to prepare and file personal tax returns.
5. Able to avail all kinds of reliefs, exemptions, deductions and tax benefits.
6. Understand the recent trends in tax laws.
7. Able to evaluate tax planning with regards to specific managerial decisions.

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

Module 1: Tax Laws and Rules: Income tax Act, Wealth tax Act, Expenditure Tax Act, Interest Tax Act, Finance Act, Black Money and Imposition Tax Act. Indirect Tax. Current Tax Rates. Central Excise and VAT, Customs Duty, Service Tax, Central Sales Tax and VAT, GST Law-Act, Rule, Amendment, Notifications, etc. relating to GST Law issued by Central and/or State Government. GSTN, IGCT, SGST, UTGST, GST Council.

Module 2: Tax Planning: objectives and significance, Tax Evasion, Tax Avoidance and Tax Planning; Types of tax planning. Special Problems covering on the assessment of individuals, Firms, AOP, Companies. – Tax planning with special reference to employee's remuneration - Scope of Tax Planning / Tax avoidance / Tax evasion.

Module 3: Corporate tax planning: areas of corporate tax planning; Partnership tax planning, Fund Structuring, Mergers & Acquisitions, Private Equity Investments, Real Estate Investments, Tax Treaty, Planning / Withholding Taxes, Tax controversies, Exempt Organizations, VAT and other indirect taxes

Module 4 Tax planning in respect of Amalgamation or de-merger of Companies or business restructure, Tax planning with reference to setting up of a new business; locational aspects,

nature of business; Planning of tax holiday benefits, limitations on the tax planning exercises, flexible planning premises; planning in the context of court ruling and legislatives amendments.

Module 5: Tax planning with regards to specific managerial decisions such as to make or buy, own lease or hire etc. Tax planning with Books for Reference to financial management decisions such as capital structure of a company and tax incidence; tax as a variable in computing cost of capital; tax considerations in dividend policy and bonus share issue

Module 6: Tax planning and important provisions of wealth tax and court rulings and legislatives amendments pertaining to wealth tax. Return of Income and assessment, Advance payment of tax. Tax deduction at Source.

Module 7: Tax Audit and Accounting for Income Tax - Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements

Module 8: Personal tax planning: Income and Expenditure**;** Employment Income, Expenses and Allowable Deductions, Other Taxable Benefits, Income and Dividends from a Business and Self-Employment, Investment Income and Expenses, Personal Deductions, Income Splitting Tax-Advantaged Investments, Deferred Income Plans. Permissible Exemptions, Deductions, Rebates, Relief and Filling of tax return.

Books for Reference:

1. Vinodh .K. Sanguine, Direct taxes Law and Practice, Taxman's Publication, 2012-13
2. S Datey, Indirect Taxes-Law &Practice, Taxman's Publication, 2012-13
3. Ravi Gupta and Ahuja, Systematic Approach to Income Tax,Barath Law House(p)Ltd,2012-13
4. DinkarPagare, Law and Practice of Income Tax, Sultan Chand and Sons, New Delhi, 2012-13
5. Kaushal Kumar Agrawal, Direct Tax Planning and Management, Edition 2007, Atlantic.
6. Kaushal Kumar Agrawal, Corporate Tax Planning (Volume - 1) 6th Edition, Atlantic.
7. Rajeev Puri and Puja Gaur, Corporate Tax Planning and Management, 13th Edition 2016, Kalyani Books.
8. Direct and Indirect tax up to date.

****

MBAS 507: MARKETING RESEARCH AND CONSUMER BEHAVIOUR

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives:

1. To gain knowledge over marketing research methods.
2. To gain knowledge over consumer behaviour.
3. To understand applications of marketing research techniques
4. To understand data collection and processing
5. To equip students to undertake marketing research projects
6. To prepare students to become marketing consultants
7. To understand the recent developments in marketing research.

Course Outcome:

: 1. Learn the tools and techniques to translate a marketing decision problem into a research question
2. Design a research plan, analyze the data gathered
3. Accurately interpret and communicate survey reports.
4. Translating the results into practical recommendations.
5. Identify the dynamics of human behavior.
6. Analyzethe basic factors that influence the consumer decision process.
7. To demonstrate how concepts may be applied to marketing strategy

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

Module 1, Marketing Research: Definition, Aims and objectives – contribution of marketing research. Need and scope for marketing research. Techniques of marketing research. Steps involving research procedure.

Module 2, Research Methodology & Research plan: Research design, types of research, exploratory and descriptive steps involved in research design.

Module 3, Data Collection: Types of data, sources; secondary data, limitations of secondary data; primary data- questionnaires, question sequence, question requirements, types of question, conducting the survey.

Module 4, The Sampling Process & Data Processing: The sample, theory of sampling, types of sampling, probability and non-probability methods of sample selection. Data processing methods, tabulation, analysis and interpretation of data; statistical tool for data analysis, Use of statistical software packages. Preparation of the research report.

Module 5, Consumer Behaviour: Consumer behaviour as marketing discipline - meaning and scope of consumer behaviour – decision process approach; Psychology and consumer behaviour.

Module 6, Nature of Buyer behaviour process: Buyer behaviour models, Consumer decision processes. Nature and characteristics of Indian consumer buying process.

Module 7, Consumer behaviour and social influences, Forms of social influences – culture, subculture, social class, reference groups, family, sales person's influence, influence of advertising and other situational influences.

Module 8, Consumer motivation: Major components of consumer motivation, consumer perception, key factors in perception. Nature of consumer learning, major factors in learning. Consumer attitudes: Concept, components of attitude, relation of consumer attitude to consumer behaviour.

Reference Books:

1. Bradley-Marketing Research: Tools & Techniques- Oxford.
2. SunandaEaswaran **&** Sharmila J. Singh- Marketing Research: Concepts, Practices and Cases- Oxford.
3. Naresh K. Malhothra, Satyabhushan Dash - Marketing research: an applied orientation - Pearson education.
4. Alvin C.Burns - Ronald F Bush, Marketing Research- Pearson Education.
5. Dr. S. Ramesh Kumar -Case Studies in Consumer Behaviour- Pearson Education.
6. S Ramesh Kumar -Conceptual Issues In Consumer Behavior Indian Context -Pearson
7. Schiffman Leon G. and Kanuk Leslie Lazar - Consumer Behaviour -Pearson/ Prentice Hall.
8. G.C.Beri- Marketing Research-Tata McGrew Hill Education Private Limited.
9. Hair, Bush, Ortinau- Marketing Research- Tata McGraw Hill
10. Nargundkar - Marketing Research -Tata McGraw Hill.
11. Cooper Schindler- Marketing Research, Concept& Cases-TMGH.
12. Loudon D.L. and Bitta Della - Consumer Behaviour, Tata Mc Graw Hill.
13. M. N. Mishra- Modern Marketing Research -Himalaya Publishing House
14. C.N. Sontakki -Marketing Research- Himalaya Publishing.
15. Suja R. Nair- Consumer Behaviour and Marketing Research- Himalaya Publishing.
16. Suja R. Nair- Consumer Behaviour in Indian Perspective- Himalaya Publishing.
17. S.A. Chunawalla- Commentary on Consumer Behaviour- Himalaya Publishing.
18. C.N. Sontakki- Consumer Behaviour- Himalaya Publishing.
19. Rajeev Kumar- Consumer Behaviour- Himalaya Publishing.
20. Wek, Rubin- Marketing Research- Prentice Hall India

****

MBAS 508: PROMOTION AND DISTRIBUTION MANAGEMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives:

1. To understand the significance of promotion and distribution management
2. To inculcate basic knowledge of media planning and public relations
3. To understand the importance of virtual marketing
4. To understand the importance of physical distribution.
5. To realise how this helps the entire chain of marketing.
6. To understand the significance of sales management.
7. To get into virtual marketing practices.

Course Outcome :

1. Students understand the pros and cons of promotion and distribution arrangements.
2. Realise how this helps the entire chain of marketing.
3. Experience the virtual marketing practices.
4. Practice the effectiveness of promotional programmes.
5. Have practical aspects of public relations
6. Understand the current trends in supply chain management.
7. Gain knowledge over technological development of e- commerce.

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

Module 1, Advertising: Concept, importance, objectives- types - role of advertising- advertising Copy - Layout, Advertising agencies - working and services-Advertising budget- methods- Legal, Ethical and Social aspects of advertising. Integrated marketing communications, Its evolution, reasons for its growth and its role in branding.

Module 2, Media Planning: Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning

Module 3, Public relations: Concepts, objectives- importance of public relations, Methods of public relations , issuing of News and Information, Issuing press releases, integration of public relation into the marketing mix, power of publicity, corporate publicity, Relationship marketing-Sales promotion-concepts and importance-tools and types - promotion budget- methods and types-Direct marketing , its nature and importance- new developments in promotion- kiosk marketing, Guerrilla Marketing.

Module 4, Sales Management: Concept and its role in the firm – Sales Planning- Sales forecasting, methods of sales forecasting -sales budgetary procedure, methods of sales forecasting, Sales personnel planning– recruitment, selection and training- territory management. Sales compensation, Evaluation of sales force performance. Personal Selling process.

Module 5, Physical distribution: Distribution channel-channel logistics-channel design-channel advantages and disadvantages-Cost/benefit analysis of channels - importance of channel marketing – distribution network building. Retail management and its importance.

Module 6, Supply chain management: Concept, objectives, inventory management, uses of SCM- advantages and limitations-Current trends in SCM.

Module 7, Virtual marketing: technological development, development of e-commerce, different commercial models, diverse roles of websites. Virtual value chain, disintermediation, cyber-mediaries.

Module 8, Measuring the effectiveness of the promotional program: Advertising Research, Market testing, Testing via internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing)

Reference Books:

1. Eugene M. Johnson, David L Kurtz, Eberland K Scheving –Sales Management, Concepts, practices& Cases- Mc Grow-Hill
2. J.L.Gattome and D.W.Walters- Managing Supply Chain-A Strategic Perspective-Palgrave Macmillan
3. B.S. Sahey - Supply Chain Management –Mc. Millan
4. U.C.Mathur- Advertising Management-New Age International Publications.
5. Belch MA and Belch GE - Advertising and Promotion- An Integrated Marketing Communication Perspective -Tata McGraw Hill.
6. Batra Myers and Aker - Advertising Management -Pearson/ Prentice Hall.
7. S.A.Chunawala and K.C. Sethia- Advertising -Himalaya publication House.
8. Kenneth.E.Clow, &Donald Baack – Integrated Advertising, Promotion and Marketing communication- Pearson Education.
9. Tapan. K Panda & Sunil Sahadev-Sales & Distribution Management- Oxford Higher Education.
10. S.C.Bhatia-Retail Management-Atlantic Publishers & Distributors.
11. SwapnaPradhan -Retailing Management -Atlantic Publishers & Distributor.
12. Berman-Retail Management: A Strategic Approach- Pearson Education India.
13. Mentzer- Supply Chain Management-Sage Publications

****

MBAS 509: RETAIL MANAGEMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives:

1. To understand the importance of retail management.
2. To gain knowledge over emerging trends in retailing.
3. To understand the difficulties of retail operations.
4. To realise the job opportunities in retail management.
5. To get in-depth knowledge to become self-employed.
6. To understand the emerging trends in retail sector
7. To realise the importance of marketing research in retail sector.

Course Outcome:

1.Realise the job opportunities in retail management.
2.Get in-depth knowledge to become self- employed.
3.Students strive to become good retail managers.
4. Understand the practical difficulties in setting up of a retail outlet
5. Become entrepreneurs in retail business
6. Build retail stores.
7. Understand the challenges faced by the retail sector.

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

Module 1,Introduction: An overview of Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retailing. Emerging trends in retailing: Changing nature of retailing, organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector

Module 2,Retail Formats: Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

Module 3, Retailing Decisions: Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location - Retail service quality management – Retail Supply Chain Management .

Module 4,Retail Shop Management: Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.

Module 5,Retail Shopper Behaviour: Understanding Retail consumer behaviour, Factors influencing the Retail consumer, Customer decision making process, Types of decision

making, Retail shopper behaviour – Shopper Profile Analysis, Complaints Management - Retail sales force Management

Module 6, Understanding the Retail Consumer: Importance of Market research for understanding retail consumer behaviour**.** Market Segmentation and its benefits, Kinds of markets. Strategy for effective market segmentation- Strategies, Retail value chain.

Module 7, Retail Operations and Retail Pricing: Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, Pricing strategies, Controlling costs.

Module 8, Emerging trends in retailing: Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector

Reference Books:

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

****

MBAS 510: LEARNING AND DEVELOPMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives:

1. To gain knowledge on learning and development
2. To understand the need for training
3. To realise the effectiveness of management development
4. To know the training techniques.
5. To Analyze the need for training in organisations
6. To understand the importance of management development
7. To have an in-depth knowledge indifferent levels of training.

Course Outcome:

: 1.Understand the significance of training and development.
2.Practicality of HRD programmes in corporates.
3.Realise the importance of competency based training and management development programmes.
4. Inculcate the abilities to train workforce in the organisation
5. Facilitates to prepare employees to face the future challenges.
6. Prepares future trainers in corporate sector.
7. Translates employees to human resource

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

Module 1, Introduction to Training and Development: understanding the concept of training, education, learning and development- a comparison. Functions, training process, Models of management training, approaches to management training and development, levels of management training, current trends, concept of HRD.

Module 2, Need for Training and Development: determination of training needs and objectives, areas of training, motivation for trainers and trainees, training formula, techniques, responsibilities, areas and problems, organising training programmes.

Module 3, Methods of Training: On the job and off the job training, apprenticeship training programme, training of rank and file workers, supervisors. Latest methods of training, the operative and supervisory staff training.

Module 4, Management and Organisation of Training: responding to learners' needs, transfer and conducting training, positive reinforcement, motivational incentives and strategies- Keller's Arcs Model, training manuals, selection and training of trainers, ILO and training in new skills, government agencies and workers' education.

Module 5, Effectiveness and Evaluation of Training: Monitoring Trainee's Performance, Faults Analysis, designing training programmes, evaluation of training , models of evaluation, stages of evaluation, job behaviour evaluation, cost benefit analysis, evaluating

training staff performance, action strategies to improve training effectiveness, reviewing effectiveness of training , evaluation of training costs, human resource accounting.

Module 6, Management Development Programmes: Need and objectives, methods of management developments- lectures, field trips, panel discussions, behaviour modelling, brain storming, case studies, role play, action mazes, critical incident, in-basket, team tasks, job rotation, buzz groups, syndicate discussions, simulations, business games, fish bowls, T groups, transactional analysis, managerial grid, organisation development, transcendental meditation, and latest methods of development.

Module 7, Competency Based Management Training: introduction-concept of competency, competency based training programmes- need and importance, purpose and characteristics, paradigm shift in management training.

Module 8, Administration and Limitations of MDP: Evaluation of MDP, comparative value of different methods, making training and development effective. A survey of training and development programmes in India.

Reference Books:

1. Frank H E, Hounsell J D, Kubr M -"An Introductory Course in Teaching and Training Methods for Management Development"-ILO Publication, Geneva.
2. Mohnet and others- Training and development- A Sectoral Analysis-Oxford and IBH publication.
3. William E. Blank - Handbook for developing Competency Based Training Programs-Prentice Hall, New Jersey.
4. PanduNaik. G -Training and Development- Text, research and cases- Excel Books, New Delhi.
5. R.K.Sahu- Training and Development, 1st edn- Excel Books, New Delhi.
6. P.L.Rao- Training and Development, 1st edn- Excel Books, New Delhi.
7. B.L.Gupta- Management Training and Development-Vrinda Publications, Delhi.
8. Raymond A Noe and Amitabh DeoKodawani- Employee Training and Development- Tata Mc Graw Hill.
9. Argyris C- Reasoning, Learning and Action- San Francisco, Jossy Bass.
10. Bob Wilson, Methods of Training- Individualised instructions-Parthenon Publishing Group Ltd, Park Ridge.
11. Davies Eddie-The Training Managers Handbook- Crescent Publishing House, New Delhi.
12. S.Nakkiran and M.Karthikeyan - Training Techniques for Management Development-Deep and Deep Publications, New Delhi.
13. Taylor.B and G. Lippitt, Management development and Training Hand Book- Mc Graw Hill, New Delhi.

****

MBAS 511: EMPLOYEE RELATIONS MANAGEMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives :
1. To differentiate between industrial relations and employee relations.
2. To understand the significance of employee relation at work place.
3. To know the role of employee relation managers.
4. To engage students in independent and life-long learning.
5. To identify the key issues facing a business or business subdivision
6. To develop analytical and critical thinking abilities for decision making.
7. To integrate tools and concepts from multiple functional areas

Course outcome
1. Understand the relationship between employer relatives and labor legislations.
2. Understand the importance of WPM and conflict management in industries.
3. In- depth knowledge on present scenario of industrial relations.
4. Demonstrate the knowledge in this area and solve complex corporate problems.
5. Identify business opportunities, design and implement innovations in work space.
6. Apply reasoning informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

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

Module 1, Introduction: Concept and importance of Employee relations, comparison between Industrial relations and Employee relations, paradigm shift from IR to ER, trends in employee relations management.

Module 2, Employee Relations Management at Work: A strategic frame work, policies and processes, culture and employee relations, the role of ER manager, the future of employee relations. Changing characteristics of industrial employees.

Module 3, Employee Relations and Legislations: Regulations of employee relations- ID Act, 1947. Regulations of working conditions- Factories Act, 1948, Contract Labour Act, 1970, Shops and Establishments Act, 1953.Regulations of social securities- ESI Act, 1948, Workmen Compensation Act, 1923, Payment of Gratuity Act, 1972. Regulations of wage- Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965.

Module 4, Employee Discipline: Code of Discipline- Industrial Employment (SO) Act, 1946. Employee grievance handling procedure, Domestic inquiry procedure.

Module 5, Employee Relations and Negotiation: Conflict and Negotiations, situations requiring negotiation, integrative and distributive negotiation strategies, the basic negotiation process- strengthening collective bargaining, employee counseling methods.

Module 6, Industrial Conflict: Nature of conflict and its manifestations - conflict data and trends, Conflict resolutions, tripartite and labour administrative machinery, Prevention and Settlement of industrial disputes; Rise of industrial disputes - meaning and forms of Industrial disputes, Causes & effects of industrial disputes, right to strike and industrial peace, Settlement of industrial disputes, Joint consultations, negotiations, conciliation and mediation, Arbitration (Voluntary & compulsory) Adjudication Procedure.

Module 7, Workers participation in Management: Introduction and concept - determinants, forms and level of participation -Sachar and Verma Committees, workers' participation in management in India -Jamshedpur experiment -workers participation and different schemes - workers participation in Management practices in USA, UK, Germany, China and Japan.

Module 8, Prevention of Sexual harassment at workplace: Meaning and significance, Supreme court verdict in Vishaka Versus State of Rajasthan case, Employer responsibility to create harassment free work place, Training of employees for good behavior, Modifying service rules to include sexual harassment as misconduct. Punishing the perpetrator and protecting the victim.

Reference Books:

1. Singh P.N. and Neeraj Kumar- Employee Relations Management - Pearson Education, Noida,.
2. Charles Myers-Industrial Relations in India, 2nd edn - Asia Publishing House, London.
3. VermaPramod -Management of Industrial Relations - Oxford and IBH.
4. Mamoria, Mamoria and Gankar -Dynamics of Industrial Relations-Himalaya Publishing House.
5. ArunMonappa- Industrial Relations, TataMc.GrawHill- New Delhi.
6. Sinha P.R.N, Sinha I.B and Shekhar S.P-Industrial Relations- Pearson Education.
7. Srivastava S.C-Industrial Relations and Labour Laws, 5thedn-Vikas Publishing House.
8. Singh B.D-Industrial Relations and Labour Law- Excel Books.
9. Sarma A.M-Industrial Jurisprudence and Labour Legislation, 5thedn - Himalaya Publishing House.
10. Davar.R.S- Personnel Management and Industrial Relations, 10thedn -Vikas Publishing House.
11. Kapoor N.D- Hand Book of Industrial Law - Sultan Chand and Sons, New Delhi.
12. Venkataratnam C.S- Industrial Relations - Oxford University Press, New Delhi.

****

MBAS 512: STRESS MANAGEMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives:

1. To understand the nature and consequences of stress
2. To understand the impact of stress on work
3. To recognise the stressors, Adaptive and Maladaptive behaviour
4. To engage students in independent and life-long learning.
5. To identify the key issues facing a business or business subdivision.
6. To develop analytical and critical thinking abilities for decision making.
7. To integrate tools and concepts from multiple functional areas.

Course outcome

1. Understand the cognitive variables of stress
2. Learn Managing Work-Life Balance
3. Preparing for better future by reducing the stress.
4. Demonstrate the knowledge in this area and solve complex corporate problems.
5. Identify business opportunities, design and implement innovations in work space.
6. Apply reasoning informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

Pedagogy: Lectures, assignments, Group discussions, seminars and training programmes

Module 1, Meaning and nature of stress: Difference between eustress and distress; Frustration, conflict and pressure; Meaning of stressors; common stressors at work place: Stressors unique to age and gender.

Module 2, Cognitive appraisal of stress: General adaptation to stress; Consequences of stress; Physiological and psychological changes associated with the stress response. Stress and Memory; Stress and Other Cognitive Variables; Stressful environmental conditions on performance.

Module 3, Behavioural aspects of Stress: Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress- Across the Lifespan; College and Occupational Stress.

Module 4, Stress and Work performance: Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress; Stress and Conflict in Relationships.

Module 5, Stress Intervention: Performance and Stress Intervention- The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies.

Module 6, Strategies of Stress Management: Prevention of stress Challenging Stressful Thinking; Problem Solving; Emotional and cognitive coping styles: Strategies of Synthesis and Prevention: Resilience and Stress; Optimal functioning; Making changes last; Small changes and large rewards.

Module 7, Preparing for the Future: Care of the Self: Nutrition and Other Lifestyle Issues: Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation.

Reference Books:

1.Baron .L&FeistJ (2000) Health Psychology 4th edition, USA Brooks/Cole
2.Barlow, Rapee, and Perini(2014), 10 Steps to Mastering Stress: A Lifestyle Approach, USA
3.Clayton,M, (2011).Brilliant Stress Management- How to manage stress in any situation's 1st edition, GreartBritain Pearson Education
4.Cooper, C, &Palmer,S, (2000) Conquer Your Stress, London: Institute of personal development Universities Press
5.Dutta, P K, (2010) Stress management Himalaya, Himalaya Publishing House
6.Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
7.Ogden.J (2000) Health Psychology 2nd edition Philadelphia, Open UniversityPress
8.Olpin, M. &Hesson, M. (2015). Stress Management for Life: A Research-Based Experiential Approach. 4th edition. Wadsworth Publishing.
9.Rice.P.L.(1992) Stress and Health, 2nd edition, California, Brooks/Cole
10.Roy,S (2012) Managing stress, Sterling Publication
11.Taylor S.E (1998) Health Psychology 3rd edition, New York. Mc GrawHill

****

MBAS 513: PRINCIPLES AND PRACTICE OF BANKING AND INSURANCE

Workload 04 hours per week

Examination 03 hours - 70 marks

Objectives
1. To study the principles and practice of banking and insurance
2. Describe the structure, regulations, and products and services of banking system in India
3. Describe international banking and regulations
4. Comprehend the principles and practices of insurance industry and its products and services in India
5. Grasp the process and principles of underwriting of insurance
6. To study sources of financing exporters and importers.
7. To study process and concepts of underwriting.

Course Outcome
1. Understand the changing trends in banking and insurance.
2. Able to Analyze the products and services offered by banking and insurance industry.
3. Able to provide the services to banking and insurance companies.
4. Understated the customers' rights.
5. Understand and able to procure financing exporters and importers.
6. Understand the process and concepts of underwriting.
7. Able to perform financial analysis and valuation.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars

Module 1: Banking system and structure in India – Types of banks in operation – Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act and Reserve Bank of India Act.

Module 2: The terms banker and customer – types of relationship between banker and customer – Bankers obligations to customers – Right to lean, setoff, appropriation – Provisions of Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters.

Module 3: Customer's accounts with banks- opening – operation – KYC norms and operation – Types of account and customers – nomination – settlement of death claims – Banking Technology – Home banking – ATMs- Internet banking- mobile banking-Core banking solutions – Debit, Credit and Smart cards – EFD – RTGS.

Module 4: Banker as lender – Types of loans – Overdraft facilities – discounting of bills – Financing book dates and supply bills – Charging of Security bills – pledge – mortgage – assignment; Cases.

Module 5: International banking – Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees; and Cases.

Module 6: Introduction to Insurance – Insurable Interest – Human Life value concept – Elements of Insurance Risk – Principles of indemnity – Principles of Utmost good faith – Principle of Subrogation – Insurable Interest – Proximate Clause – Players in Life and Non-Life

Insurance sector – Insurance documents – Procedure for issue – Alterations – duplicate policy – Nomination – Assignment – Lapse and revivals – Assignment – Foreclosure.

Module 7: Types of Insurance – Life Insurance and General Insurance Products including unit linked plans – Re- Insurance – Nature of Re Insurance risk – Types of Re-insurance- Reinsurance agreements – legal frame work of life and general insurance.

Module 8: Underwriting (Process and Principles) – underwriting in Life Insurance – Underwriting in Nonlife insurance Banc assurance – concepts – critical issues – functional aspects – Indian scenario – Future prospects – Insurance Accounting – Financial Analysis and valuations –Solvency and performance measures.

Reference Books::

1. Gupta P K –Fundamentals of Insurance – Himalaya Publishing House.
2. IIBF –Principles and Practice of Banking – 2/e, Macmillan, New Delhi.
3. Marrison.C-The Fundamentals of Risk Measurement –Tata Mcgraw Hill.
4. Dr.P.Subba Rao &Dr.P.K. Kanna- Principles and Practice of Bank Management- Himalaya Publishing House.
5. W F Gephart – Principles of Life Insurance – Mac Millan
6. K C Shekhar – Banking Theory and Practice – Vikas Publishing house PVT Ltd.
7. Shekhar KC, ShekharLekshmy – Banking Theory and practices – Vikas Publishing House, New Delhi.
8. Machiraju HR- Indian Financial System- Vikas Publishing House, New Delhi, 4th Edn.
9. Monika Mittal and Reena Matta, Insurance Management, 2nd Edition 2016, Kalyani Books.

****

MBAS 514: BANKING AND INSURANCE PRODUCTS

Workload	04 hours per week
Examination	03 hours - 70 marks
Objectives	1. Categories various types of deposits, loan products and services, and remittance 2. Describe the methods of banking and online fund transfer settlement system 3. Comprehend the types and mechanism of life insurance products. 4. Grasp the principles and practices of non-life insurance such as health insurance, fire insurance and motor vehicle insurance. 5. To describe the IT products of banking sector. 6. To describe different loan products of banks. 7. To study the recent trends in banking and insurance.
Course Outcome	1. Able to Analyze and explain the banking and insurance products. 2. Able to design new banking and insurance products 3. Able to provide the services to banking and insurance sector. 4. Able to handle IT products of banks. 5. Able to sell and manage loan products of banks. 6. Able to sell and describe the non-life insurance. 7. Able to handle Miscellaneous Products of banks.
Pedagogy	Lectures, assignments, practical exercises, discussions, seminars

Module 1:Deposit Products – Savings Bank – Current Account – Demand deposits – Term Deposits – Concepts of low cost deposits – Certificate of deposit – Bulk deposits – Costing of Deposits.

Module 2: Remittance Products: Demand draft – Travelers' Cheques – Gift Cheque – Mail Transfer – Telegraphic Transfer – Multicity cheques – EFD – RTGS.

Module 3: IT Products: MICR Cheques – Channel Banking – Core Banking – Internet Banking Mobile Banking – ATMS – Debit card – Credit card – RTGS – EFD – Cases.

Module 4: Loan Products: Short term loans- Long term loans – Consumer loans - Education loans – Housing loans – Business loans – Farm loans- Kisan Credit cards – Corporate loans – Syndication – Micro Finance – Cases.

Module 5: Life Insurance Products: Types of insurance policies **-** Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Market-Linked Insurance products, Riders, Pension Products, Marketing of Life Insurance – Cases.

Module 6: Health Insurance Products: Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediclaim Policy – Group Mediclaim Policy – Personal Accident policy.

Module 7: Fire Insurance – Fundamental principles – Fire insurance Contracts - Proposals Fire insurance proposals – Special Coverage – Fire Insurance Claims- Cases.

Module 8: Motor Vehicles Insurance: Need – Types – Factors to be considered for premium fixing – Motor Insurance claims- Cases.

Module 9: Miscellaneous Products: Burglary – Jeweller's Block Insurance – Baggage Insurance – Banker's Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance.

Reference Books:

1. IIBF -Principles and practices of Banking –, 2/e, Macmillan, 2011.
2. JyothsnaSethi and Nishwan Bhatia, Elements of Banking and Insurance - PHI.
3. Handbook on Insurance – I.R.D.A Publication, New Delhi.
4. Ben G. Baldwin, The Complete Book of Insurance: The Consumer's Guide to Insuring Your Life, Health, Property, and Income, Irwin Professional Publishing; Revised edition (December 1995)
5. Loomba Jatinder, Risk Management and Insurance Planning, PHI
6. Uma Narang, Insurance Industry in India, Edition 2013, New Century Publication
7. Indian Institute of Banking and Finance (IIBF), Banking Products and Services, Taxman Publications Private Limited (2010)
8. Indian Institute of Banking and Finance (IIBF),Insurance Products (Including Pension Products) Taxman Publications Private Limited 2015
9. M N Gopinath, Banking Principles and Operations, Snow-white; 6th Edition 2016

****

MBAS 515: International Banking

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives

1. Comprehend the role, policies and practices, and products of international banking.
2. To describe the International payments system.
3. Describe international capital market and capital flows
4. Categories foreign exchange risk and its effect
5. Identify the various agencies and intermediaries of international capital flow.
6. To describe the Asset and liability managements of foreign banks
7. To describe the recent trends in international banking.

1. Understand the role of international banking in developing and promoting regional and global relationship.
2. Able to manage International payments system.
3. Able to understand and procure capital from international financial market.
4. Understand the foreign exchange risk and able to manage it
5. Able to identify various agencies and international financial institutions which provides financial assistance for development.
6. Able to assess the ratings of International rating agencies.
7. Able to handle Asset and liability managements of foreign banks

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

Module 1: Evolution of international banking: International banking: A Functional Overview – Banking for financing of exports and imports of goods and services. International payments system.

Module 2: International capital markets-financial market flows beyond national boundaries, Debt and non-debt flows; volatile and stable flows; interest rate differentials and their role in demand for and supply of funds across borders.

Module 3: Offshore banking centres and their role international financing, Global Balance sheet of banks. Asset and liability managements of foreign banks

Module 4: International lending, policies and practices, transaction cost and risk in international lending. Profitability of international banking. Loans to foreign corporation, syndicated loans; financing foreign governments. Issues of information symmetries and adverse selection. Regulatory and supervisory aspects. Trends in international banking in India

Module 5: Foreign exchange risks; the exchange rate swings and their effects on bank's net worth.

Module 6: International rating agencies. Country risk. International financial stability and the central role of banks in financial stability.

Module 7: International Financial Institutions: Word Bank, IMF, BIS, Regional Development Banks, New Development Bank.

Module 8: Issues relating to international financial architecture.

Reference Books:

1. Rupnarayan Bose, Fundamentals of International Banking, Laxmi Publications (2007)
2. World bank, IMF ADB, BRICS Bank websites.
3. IIBF (Indian Institute of Banking and Finance), International Banking, Macmillan.
4. Jane Hughes and Scott MacDonald, International Banking: Text and Cases, 1st Edition, Pearson.
5. **Lees** Francis A, International Banking and Finance. Palgrave Macmillan
6. Indian Institute of Banking & Finance (IIBF), International BANKING - Legal and Regulatory Aspects, Jain Book Agencies.

****

MBAS 516: HOSPITAL SERVICES ADMINISTRATION

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours, 30 marks continuous evaluation and 70 marks final examination

Objectives

1. to Familiarize with the various services of the OPD, Radiology, Diagnostic.
2. To describe the specialty services offered by the hospital.
3. To understand the need for Clinical Services for hospitals.
4. Assess various risk management practices
5. To provide with the knowledge of hospital planning and administration.
6. To study the importance of Supportive and Utility Services
7. To describe the significance of waste management and disaster management.

Course Outcome

On completion of this course the students will be able to:

1. Understand and know the services provided by hospitals and manage it.
2. Manage the risk associated with hospital management
3. Able to manage hospital planning and administration.
4. Provide efficient Supportive and Utility Services to hospitals.
5. Able to provide good Clinical Services
6. Able to provide and manage occupational safety in hospitals
7. Able to handle waste management.

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

Module 1: Introduction: Evolution of Hospital Services, Features, objectives importance, service quality concept and its significance, recent development and present conditions of health care services in India.

Module 2: Clinical Services: Outpatient services, Day care, Accident and emergency services, impatient Dept. operation theatre, intensive care, PMR service.

Module 3: Speciality Service: Pediatrics, OBG, GYN, ENT, Ophthalmology, Orthopedic, Psychiatry, Anesthesia Dental, Superspeciality, Neurology, Thoracic Surgery, Neurology, Nephrology, Dialysis Unit, Transplantation Survey Dermatology.

Module 4: Diagnostic and Therapeutic Services: Laboratory Services Radiology, Pharmacy – Blood Bank and Transfusion.

Module 5: Supportive and Utility Services: Dietary Services, Linen and Laundry Pharmacy – Mortuary – Ambulance. Marketing and public relations, Housekeeping – Biomedical Department, Purchase Department, Engineering and maintenance Medical Records.

Module 6: Risk Management: Hospital Waste Management, Nosocomial Infections – Disaster Management. Hospital Security Services – Occupational Safety in Hospitals.

Reference Books:

1. Sakharkar B M-Principles of hospital administration and Planning-Jaypee Publications.
2. Goel S.L. & Kumar R. - Hospital Core Services- Deep & Deep Publications Pvt. Ltd.
3. Kunders G.D. -Hospitals facilities planning and management- Tata McGraw – Hill publishing Co. Ltd.

****

MBAS 517: HOSPITAL PLANNING AND ADMINISTRATION

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours, 30 marks continuous evaluation and 70 marks final examination

Objectives

1. To provide basics of hospital planning and administration.
2. To provide structure, organization and management of the hospital.
3. To provide the knowledge relates to Planning and Designing Administrative Services.
4. To study planning and designing medical and ancillary services.
5. Prepare the students to meet requirements of hospital administration.
6. To describe the importance of safety and security in hospitals.
7. To describe the recent advances in hospital planning

Course Outcome After completion of the course the students will be able to:

1. Familiarize with the designing of hospital systems.
2. Understand the uniqueness of hospital organization, structure, subsystem.
3. Able to plan and design administrative services.
4. Able to plan and design medical and ancillary services requirements.
5. Assess the various hospital safety measures.
6. Evaluate a suitable information system for hospital services.
7. Able to manage Safety and security in Hospitals

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

Module 1: Introduction : History and Development of Hospitals, Classification role and functions. Hospitals in India today – Hospital as a system. Planning of hospitals- Promoting and building – new hospital-– guiding principles in planning hospital facilities and services Preliminary Survey – Financial Planning – Equipment Planning – Permanent Hospital Organization – Planning Early Consideration – Operational Planning and Functioning Planning. Facility Master Plan – Design Team – Design Development Stage – Plan Stage – Planning the hospital building. Building contract and contract document – furnishing and equipping the hospital – purchase of hospital equipment ready to operate stage.

Module 2: Organization and Management of the hospital: Overview – organization structure – Management structure – organization charts- Two lines of authority in hospital – professional management of the hospital – orientation training and development, getting the hospital to be in readiness - To operate professionally.

Module 3: Planning and Designing Administrative Services: Introduction- Executive suite - Financial Management Unit -Hospital Information system- Nursing service Administrative unit - Human Resource Management - Public Relations- Marketing.

Module 4: Planning and Designing Medical and Ancillary Services: Outpatient services– Emerging Services – Clinical Laboratories – Radiological – Radiation therapy department – Nuclear medicine – surgical department – Labour and Delivery suit- Physical therapy – Recreational therapy speech and hearing therapy – cardiac catheterization laboratory (CATH LAB).

Module 5: General Nursing Unit – Paediatric Nursing unit – Obstetrical Nursing Unit – Psychiatric Nursing – Isolation Room – Intensive care unit –coronary care unit (ICU CCU). New born nurseries.

Module 6: Planning and Designing Supportive services and Staff facilities: Admitting Department – Medical Record Department – Central sterilization and supply Department – Pharmacy – Material Management. Food Services Department Laundry and Linen .Department- Housekeeping – volunteer department.

Module 7: Planning and designing Hospital Services: Factors impacting on the service engineering Department – Maintenance Department – Clinical engineering (Biomedical) Electrical system, Air conditioning system – water supply and sanitary system – centralized medical gas system – communication system – environmental control – solid waste management – transportation.

Module 8: Safety and security in Hospitals: Safety in hospital – security and loss prevention system – fire safety – bomb threat – Alarm system –Disaster Management

Module 9: Recent advances in Hospital Planning: Green hospital designs, Implementation of green hospital strategies, Planning and design of value added services in health care industry, planning for telemedicine, Role of hospital planning in medical tourism.

Reference Books:

1. G.D. Kunders-Hospitals – Facilities Planning and Management- TMH.
2. Davies Llewellyn R. & Macaulay HM - Hospital Planning and Administration-Jaypee Brothers, New Delhi.
3. Shakthi Kumar Gupta, Sunil Kant, R. Chandrashekhar, SidharthaSatpathy, Modern Trends in Planning and Designing Hospital Principles and PracticeJaypee .
4. Sakharkar B.M. – Principles of Hospital Administration and Planning -Jaypee publishers, New Delhi.
5. DC Joshi,Mamta Joshi-Hospital Administration-JaypeeBrothers,New Delhi.

****

MBAS 518: Health Economics and Insurance

Workload	: 4 hours per week. - Total credits: 4
Examination	: 3 hours, 30 marks continuous evaluation and 70 marks final examination
Objectives	1.Know the dynamics of National Health Policy 2.Be familiar with the health care programmes conceived and implemented by the government. 3.Understand the Indian Healthcare System. 4.Comprehend the concepts and application of tools of economics in health care. 5. To describe the macroeconomic environment. 6. To describe the innovative health schemes. 7. To study the Cost analysis for organizations that supply health care.
Course Outcome	After completion of the course the students will be able to: 1. Acquire the full knowledge ofNational Health Policy 2. Aware about the health care programmes of state and central governments. 3. Facilitate the society to avail health care programmes. 4. Analyze the health economics. 5. Able to use innovative health schemes. 6. Able to conduct Cost analysis for organizations that supply health care. 7. Able Analyze the scope for public-private participation in health care.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

Module 1: National Health Policy; Relevant policies in health sector; National Five-Year Plans; National Rural Health Mission; National Urban Health Mission;

Module 2: National Health Programmes like Reproductive and Child Health (Phase II) Programme, National Vector Borne Disease Control Programme, Revised National Tuberculosis Control Programme, National Leprosy Eradication Programme, National Tobacco Control Programme, Integrated Disease Surveillance Project, National Programme for Prevention & Control of Cancer, Diabetes, Cardio-Vascular Diseases and Stroke etc.

Module 3: Innovative health schemes: Janani Suraksha Yojna, RashtriyaSwasthyaBimaYojna etc.

Module 4: Understanding of Macro-economic environment for making Decision in the Organizations that provide health care;

Module 5: Understanding of different concepts and tools that are used in economics for understanding their applicability in the health care sector;

Module 6: Understanding demand for health capital and health care; Cost analysis for organizations that supply health care and cost functions; Economics analysis for profit and non-profit health services providers; Location decision for better health delivery;

Module 7: Economics of health policy and planning; Pricing of health services and health insurance; Scope for public-private participation in health care and its modalities.

Reference Books:

1. Kishore, J. (2011). National health programs of India: national policies & legislations related to health (9th ed.). Century Publication.
2. MoH& FW, GoI .(2005). National Rural Health Mission – Framework for Implementation (2005-2012).
3. MoH& FW, GoI .(2010). National Rural Health Mission – The Journey So Far, 2005-2010
4. MoH& FW, GoI .(2010). National Urban Health Mission – Framework for Implementation.
5. MoH& FW, GoI. (2011). Annual Report, 2010-2011.
6. MoH& FW, GoI and DFID. (2009). Directory of Innovations Implemented in the Health Sector.
7. MoH& FW, GoI and WHO Country Office for India. (2009). Health Committee and Commission Reports, 1946 to 2005.
8. MoH& FW, GoI. (2005). National Rural Health Mission (2005-2012) Mission Document.
9. Park, K. (2011). Park's Textbook of Preventive & Social Medicine (21st ed.). M/S BanarsidasBhanot.
10. Planning Commission of India: Faster, Sustainable and More Inclusive Growth: An Approach to the Twelfth Five Year Plan (2012-17).
11. Planning Commission of India: High Level Expert Group Report on Universal Health Coverage for India (2011).
12. Taneja, D. K. (2011). Health Policies and Programmes in India (9th ed.). Doctors Publications.
13. Culyer, A. J. (2000). Newhouse Handbook of Health Economics. Vol.1 and II. Amsterdam: Elsevier.
14. Folland, S. et. Al. (2000). Economics of Health and Health Care. New York: Prentice Hall.
15. Henderson, James. W. (2011). Health Economics and Policy (3rd ed.). South-Western: Education Publishing.
16. Philips, Jacob., & Rapoport, John .(2003). Economics of Health and Medical Care (5th ed.). Jones & Bartlett publishers.
17. Todd, Maria .(2009). The Managed Care Contracting Handbooks (2nd ed.). Productivity press.
18. Venkat Raman, A., & Bjorkman, J. W .(2009). Public Private Partnership in Health Care in India. London: Rutledge.

****

MBAS 519: FUNDAMENTALS OF LOGISTICS MANAGEMENT

Workload	: 4 hours per week. - Total credits: 4
Examination	: 3 hours, 30 marks continuous evaluation and 70 marks final examination
Objectives	1.To describe the customer service in logistics management. 2.To study the procurement and outsourcing in the context of logistics. 3.To study the importance of inventory management in the supply chain. 4.To describe inventory management in Logistics management. 5. To study the e-business solutions for supply chain. 6.To study the transport economy. 7.To study the role of Technology and Logistics information system.
Course Outcome	After completion of the course the students will be able to: 1.Understand the significance of customer service in logistics management. 2.Evaluate procurement and outsourcing in the context of logistics. 3.Identify with the evolving Technical factors that make logistics critical for the success of a business. 4.Understand a fresh perspective of inventory management in Logistics management. 5. Able to provide e-business solutions for supply chain. 6. Able to plan and manage logistics resource management. 7. Able to use Technology and Logistics information system.
Pedagogy	: Lectures, assignments, practical exercises, discussions, seminars.

Module 1: Introduction: A paradigm shift, definition, scope, customer value chain, functions of logistics, logistics for business excellence, objectives of logistics management, role logistics in the economy/organization, logistics solution and future.

Module 2: Logistics and customer service: Elements of customer service, phases in customer service, customer retention, Customer service for competitiveness, service attributes, value added logistical service.

Module3: Supply Chain Management: Meaning, supply chain linkage, role of logistics in supply chain, Mapping the supply chain, e-business solutions for supply chain.

Module 4: Procurement and outsourcing: Product categorization, making or sourcing decisions, Logistics outsourcing, Outsourcing– value proposition, benefits of logistics outsourcing, critical issues in logistics outsourcing.

Module 5: Inventory Management: Role, importance and functions of inventory, importance of inventory management in the supply chain, costs in inventory, reasons for carrying inventories, need for inventory control and problems in inventory control. inventory control techniques, inventory planning models

Module 6: Logistics delivery and fulfilment: types of packaging, functions of packaging, types of packaging material, utilization, palletization, and containerization, marine, air, surface (rail & road), ports, harbours, docks and terminals, transport economics, documents in transport decision making.

Module 7: Technology and Logistics information system: Technology**:** role of technology, automatic identification technology, communication technology, automated material handling, warehouse simulation, information technology. Logistics information system: logistics information needs, designing logistics information system, desired characteristics of logistics information system.

Module 8: E-commerce logistics: a new way of shop and pay, e-commerce requirements on logistics, logistics-the backbone of e-commerce, e-logistics structure and operation, logistics resource management.

Reference Books::

1. Wood D.F., A. P. Barone, P. R. Murphy, D.L. Lardlow, International Logistics, 2nd Ed., AMACOM, New York, 2002.
2. E H Frazelle, Supply Chain Strategy, Tata McGraw Hill, New Delhi,
3. Kapoor, S., and PurvaKansal, Marketing Logistics – A Supply Chain Approach, Pearson Education, New Delhi, 2002.
4. Sunil Chopra, PeterMendl, Supply chain Management, Pearson Education, New Delhi, 2004.
5. Christopher Martin, Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, 2nd Ed., Person Education, New Delhi, 2004
6. Douglas M Lambart, James R Stock, Lisa M Ellram, Fundamentals of Logistics Management, McGraw Hill, New York 2004.
7. Vinod V Sople, Logistics Management, Pearson India 2013.

MBAS 520: CARGO AND FREIGHT MANAGEMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours, 30 marks continuous evaluation and 70 marks final examination

Objectives

1. To study Significance of transportation Logistics
2. To study the Railways, Roadways and Logistics Contours
3. To study the Air Cargo Logistics and Shipping and Ocean freight
4. To describe the Quality Control and Clearance of Cargo.
5. To study the Cargo Documentation required.
6. To study the Freight structure and practice.
7. To study the recent trends in cargo and freight management.

Course Outcome After completion of the course the students will be able to:

1. Explore freight transportation strategies to facilitate effective supply chain operations.
2. Evaluate the economic viability of various modes of transport
3. Able to formulate freight transportation strategies
4. Able to resolve problems in freight transportation and supply chain management.
5. Able to manage Quality Control and Clearance of Cargo.
6. Able to prepare, complete and get all Cargo Documentation.
7. Acquire the knowledge Freight structure and practice.

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

Module 1: Introduction –Significance of transportation Logistics- types of transportation- features of logistics transportation –participants in transportation decisions – transport infrastructure. Multi-modal transport: features– suppliers of transportation services – value – added services – ranking of carrier selection determinants. Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight

Module 2: Railways and Logistics Contours: Features and facilities offered by Railways- Factors influencing growth in Rail Logistics- Suitability for different Cargo and distance Ranges segments – Innovative schemes/facilities to popularize rail logistics in India- Railway infrastructure in India and Freight movement- Share of Railways in Cargo movement in India and world-wide.

Module 3: Roadways and Logistics Contours: Roadways as a primary mode and complementary mode of transportation in Logistics – Features, Facilities and suitability- Innovations in road ways to make it Logistics friendly-Factors influencing choice- Suitability for different Cargo and distance Ranges segments –Innovative schemes/facilities to popularize rail logistics in India.

Module 4: Air Cargo Logistics: Introduction – Air freight operations – different types of aircraft advantages of air cargo - constraints in air cargo– air cargo tariff structure – IATA- e-Freight and EAWB.

Module 5: Shipping and Ocean freight: Introduction – role of shipping – different types of ships – shipping routes – role of Suez and Panama canals in ocean shipping – operating ships – development of liner and tramp trade – organization of a shipping company.

Module 6: Quality Control and Clearance of Cargo: Objective of Quality Control - Methods - Procedure for Pre-Shipment Inspection – Role of Clearing and Forwarding Agents – Role of Inspection Agents-Clearance of Cargo - Central Excise Clearance Procedure - Central Excise Clearance Option - Shipment of Export Cargo.

Module 7: Freight: Introduction – freight or tariff rates – freight rebates – factors involved in ratemaking. Freight structure and practice: Introduction – determinants of freight rates – contract of affreightments - sea freight – types of sea freight rates – conference liner staff – liner freight rebate system – liner freight rates – tramp rates – types of freight – ship owner's lien for freight.

Module 8: Cargo Documentation Letter of Indemnity, Collecting Freight, Discharging Port Agent, Legal Principles of Charter Parties & Bills of Lading -Functions of Bill of Lading, Mate's Receipt, Manifest. Port Community System and Ice Gate. List of Documents and Certificates Be On Board, Statement of Facts And Time Sheets, Port Agents And Law – Introduction, Practical Duties And Obligations.

Reference Books::

1. Logistics Management by Reji Ismail, Excel books, New Delhi
2. Transportation Management (Paperback) by Prof. S.K. Sarangi, Himalaya Publishing House
3. Global Cargo Management: Concept, Typology, Law and Policy, Prem Nath Dhar, Kanishka Publication
4. Logistics and supply chain management, P.Radhakrishnan , Allied publishers Ltd
5. Air freight: operations, marketing and economics / (by) Peter S. Smith (Faber)
6. Air transport logistics by Simon Taylor (Hampton)
7. Carriage of goods by sea / John F. Wilson (Harlow : Longman)
8. Containerization / (by) J.R. Whittaker (Hemisphere ; Wiley)
9. Logistic Management and World Sea Borne Trade by MultiahKrishnaveni, Publisher: Himalaya Publication.
10. Kapoor, d. C. (2002) export management. Vikas publications: New Delhi.
11. Pawan, Kumar (2001) export of India's major products problems and prospects. New century publications: New Delhi.

****

MBAS 521: TRANSPORTATION MANAGEMENT

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours, 30 marks continuous evaluation and 70 marks final examination

Objectives

1. To describe the role and Importance of Transportation in the economy.
2. To study the transport regulation.
3. To describe the Costing and Pricing for Transportation.
4. To describe different transportation modes.
5. To study the Third, fourth and fifth Party Logistics.
6. To study the Transportation Risk Management
7. To study the Emerging trends in transportation and logistics

Course Outcome After completion of the course the students will be able to:

1. Analyze critical thinking strategies in the context of transportation management.
2. Demonstrate the technological factors of logistics and transportation.
3. Utilize data and information to make strategic transportation decisions.
4. Develop and implement freight transportation strategies for effective supply chain operations.
5. Effectively resolve problems in transportation and supply chain management.
6. Able to choose right transportation mode.
7. Able to manage transportation risk management.

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

Module 1: The role and Importance of Transportation in the economy: The role and Importance of effective transport system, principles of transportation function, objectives and functions of modern transport system – relationship of transportation to other business functions.

Module 1: Transportation Regulations : Motor Vehicle Act: Short titles & definitions, Laws governing to use of motor vehicle & vehicle transport, Licensing of drivers & conductors, Registration of vehicle, State & interstate permits, Traffic rules, Signals & controls, Accidents, Causes & analysis, Liabilities & preventive measures, Responsibility of driver, Public & public authorities, Offences, penalties & procedures. Rules regarding construction of motor vehicles **Module 1: Costing and Pricing for Transportation:** Transportation costs, factors influencing transportation costs, various pricing methods.

Module 2: Modes of transportation: Marine transportation, Air Transportation, Road Transportation, Rail transport, Pipelines – Importance, advantages and disadvantages. Port, Harbour, Docks and Terminals, Factors to consider when choosing mode of transport

Module 3: Vehicle Routing and Scheduling: Principles of good routing and scheduling, Methods for routing and scheduling, Route sequencing.The case of"MumbaiDabbawalas" as a successful same day delivery network

Module 4: Containerization: Genesis, Concept, Classification, Benefits and Constraints;

International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice

Module 5: Third, fourth and fifth Party Logistics: Courier partners, trucking companies, Shipping companies, Indian Railways, pipeline operators.

Module 6: Transportation Risk Management: Insurance significance, types & principles, Perils & Hazards, Risks associated with transportation, Claim settlement.

Module 7: Emerging trends in transportation and logistics: The Role of IT in Transportation - location systems, Geographic information Systems.; Ro-Ro, Cross Docking, Block Chains, Automation – Self Driving trucks, Drone Delivery.

Reference Books:

1. Motor Vehicle Act - Govt. of India Publications.
2. Santosh Sharma, "Productivity in Road Transport", 2nd Edition, Association of State Road Transport Undertakings, New Delhi.
3. P.G.Patankar, "Road Passenger Transport in India", CIRT, Pune.
4. "Transport Development in India", S. Chand & Co. Pvt. Ltd., New Delhi.
5. SL Ganapathi, SK Nandi - Logistics Management
6. Ronald H Ballou, Samir K Srivastava - Business logistics/ supply chain management
7. Upendra Kachru, Exploring supply chain
8. Donald J. Bowersox, David J closs – Logistical Management
9. Logistics Management by Reji Ismail, Excel books, New Delhi
10. Transportation Management (Paperback) by Prof. S.K. Sarangi, Himalaya Publishing House
11. Global Cargo Management: Concept, Typology, Law and Policy, PremnathDhar, Kanishka Publication
12. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation,Pearson, 2010.
13. Michael B Stroh, Practical Guide to Transportation and Logistics, Logistics Network, 2006.
14. Alan Rushton, John Oxley, Handbook of Logistics & Distribution Management, Kogan Page Publishers, 2000.

****

IV Semester

MBAH 551: International Business Environment

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives

1. Understand the influence the of various environment factors and the main drivers of globalization on international business operation.
2. To study the international trade barriers.
3. Describe the historical development of modern global monetary system
4. Be familiar with the political systems of different countries; and the economic and political arguments for regional economic integration
5. Recognize the current trends related to FDI in world economy.
6. To study the significance of outsourcing.
7. To study the indicators of Global competitiveness,

Course outcome

On completion of this course students will be

1. Able to face the challenges of international market.
2. Able to identify the factors influencing international business
3. Able to frame strategies to tackle the international business.
4. Able to distinguish countries based on competitiveness.
5. Able to manage the outsourcing activities.
6. Able to procure and manage FDI inflows.
7. Able to tackle the international trade barriers.

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

Module 1: Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications. Approaches to international business. Trade Theories.

Module 2: Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.

Module 3: Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.

Module 4: International Financial Environment: Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows. Capital flows, foreign investment flow and barriers: FDI and FIIs

Module 5: International Economic Environment: World Economic and Trading Situation; International Economic Institution and Agreements; WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. BRICS and BRICS Bank

Module 6: Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation.

Module 7: Multinational Corporations and their involvement in International Business: Issues in foreign investments, MNCs and host and home country relations; technology transfer, Global Operations-need and importance of outsourcing, advantages of outsourcing to India, Global manufacturing system and practices-Current issues and future developments. Global competitiveness; Indicators of competitiveness – competitive advantages of nations.

Module 8: Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

Reference Books:

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. John D Daniel, Lee H Radebaugh and Daniel P Sullivan, International Business: Environment and Operations, 10th Edition., Pearson Education.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
7. Aswathappa K, Essentials of Business Environment, 10th Revised Edition, HPH.
8. Francis Cherunilam, International Business , Revised Edition, PHI
9. Francis Cherunilam, Global Economy and Business Environment , Revised Edition, HPH.
10. Vishal Kumar, International Business, 1st Edition, 2015, Kalyani Books.
11. Rosy Joshi and Sangam Kapoor, Business Environment, 2 nd Edition, 2015, Kalyani Books.
12. A Mustafa, International Business Environment, 1st Edition 2013, Kalyani Books.

****

MBAS 553: Behavioural Finance

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours; 30 marks continuous evaluation and 70 marks final examination

Objectives

1. Understand foundations of rational finance and Behavioral Finance and challenge of BF.
2. Understand the various forms of bias and their implications in investing.
3. Address the implication of overconfidence and social forms on Financial division market.
4. To study self-deception and emotional factors
5. Suggest guideline to overcome psychological Biases.
6. Understand the concept of value Investing.
7. To study the market outcomes.

Course outcome

On completion of this course students will be able to:

1. Understand the behavioral finance, rational finance
2. Understand the market efficiency
3. Understand the Self Deception, Emotional factors and social forces in investment.
4. Understand strategies of well-known value investment.
5. Able to manage overconfidence and its causes.
6. Able to manage market outcomes.
7. Able to overcome psychological Biases.

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

Module 1: Rational Markets Hypothesis and Challenge of Behaviouralist.

Intellectual Underpinnings, The rise of Rational Market Hypothesis, Impact on wall street and the choices, The Challenge of Behaviouralist, Synthesis and Future Horizons.

Module 2: Foundations of Rational Finance.

Introduction, Neoclassical, Economics, Rational Preferences, Utility maximization, Relevant information; Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Markets Hypothesis, Agency Theory, From Rationality to Psychology.

Module 3: Heuristics and Biases.

How the Human mind Works: The Two Systems, Familiarity and related Heuristics, Anchoring, Irrationality and Adaption, Hyperbolic Discounting.

Module 4: Self Deception.

Introduction, Miscalibration, Forms of Over confidence, Causes of Over confidence, Other forms of self- Deception, Implications of Over confidence for financial decision making,

Factors Impeding correction, How much do the experts know, the Success equation: Untangling skill and Luck in business.

Module 5: Prospect Theory, Framing and Mental Accounting.

Error in Bernoullis Theory, Prospect Theory, SP/A Theory, Framing, Mental Accounting, From theory to practice.

Module 6: Challenge to market efficiency.

Theoretical foundations of EMH, Empirical for EMH, Theoretical Challenges for EMH, Noise trading and limits to Arbitrage, Keynes Beauty contest and guess- a number game, Assessment of EMH.

Module 7: Emotional factors and social forces.

The substance of emotion, Theories of Emotion, evolutionary perspective of emotions, Emotion styles, Emotions and investing- Fairness, Reciprocity and trust, Conformity, Brain-Emotion and reasoning, social influence: Social influence on investment and consumption

Module 8: Investor Behaviour.

Portrait of an individual investor, what the heuristics and biases mean for financial decision making, implications of: emotions and mental accounting. Behavioural portfolio theory, psychographic models, basic ingredients of sound investment philosophy, guidelines for overcoming psychological biases.

Module 9: Market outcomes.

Size effect and seasonality, Momentum and reversal, post- earnings announcement drift, value premium, premium puzzle, excessive volatility, Bubbles, Behavioral Asset Pricing Model.

Module 10: Value Investing.

Central tenets of value investing, Evidence and prospects of value investing, Strategies of well-known value investors, academic research on value investing.

Reference Books

1. Chandra Prasanna(2016): *Behavioral Finance,* Tata Mc Graw Hill Education(India) Private Limited, Chennai.
2. Acket Lucy F and DeavesRichard(2011): *Understanding Behavioral Finance,* CENGAGE Learning.
3. Wood, Arnold Ed(2010), *Behavioral Finance and Investment Management,* Charlottesville, Virginia: Research Foundation of CFA Institute.
4. PompianM(2006): *Behavioral Finance and Wealth Management:* How to build optimal portfolio's That account for Investor Biases, New Jersey: John Wiley and Sons.
5. Peterson Richard(2007): *Inside the investors Brain:* The power of mind over money, Hoboken, N.J.: John Wiley and Sons.

****

MBAS 554: International Financial Management

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours; 30 marks continuous evaluation and 70 marks final examination

Objectives

1. Provides the concepts and structure of International Financial
2. Provides the details of sources of international finance.
3. Provides the strategies to tackle the risk in forex market.
4. Get an insight into the instruments traded in the international financial markets and financing international trade.
5. To study international capital budget.
6. To study international trade finance.
7. To study international tax laws

Course outcome

On completion of this course students will be able to:

1. Understand the global financial environment and International Flow of funds.
2. Interpret the operation of financial market and exchange rate determination.
3. Recognize foreign exchange risk management.
4. Assess the various factors and methods to evaluate the country risk in the context of FDI.
5. Address the special issues involved in multinational capital budgeting and cash management.
6. Able to manage international fund flow.
7. Able to analyze and manage Country risk.

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

Module 1: Foundations of International Financial Management : Introduction, From International Economics to International Financial management, Domestic Vs international financial management- foreign exchange and political risk, market imperfections. Scope of International Financial Management, Need for International Financial management- Globalization of World Economy- Multinational Corporations- International Monetary system- Corporate Governance Around the World.

Module 2: International Flow of Funds: Balance of payments- Meaning- Components- Principles for recording- significance and limitations- Recent trends in Indian balance of payment- Capital Account Convertibility.

Module 3: Foreign Exchange Market: Functions of the Foreign Exchange Market- structure of foreign Exchange Market Transactions the Foreign Exchange market- Foreign Exchange Rates and Quotations- computation of outright rates, cross rates, Arbitrage- Two point Arbitrage, Triangular Arbitrage, Covered Interest Arbitrage. International Parity conditions- Interest Rate Parity Theory and exchange rate determination, Purchasing per Parity Theory-Absolute version, relative version, expectation form, Fisher Effect, International fisher effect- Techniques of forecasting exchange rates in practice.

Module 4: Foreign Exchange Exposure and Managing Foreign Exchange Exposure: Exchange Rate Risk, Arguments for and against Hedging exchange rate risk, Types of Foreign exchange exposure. Hedging Transaction exposure using: Forward market- Money market, Futures Market and options. Measuring Economic Exposure- Determinants of

Economic Exposure- Managing Economic Exposure Translation or Accounting exposure: Methods of Translation- Current/ Non-Current, Monetary/ Non-Monetary, Temporal and all current method.

Module 5: FDI and Country risk Analysis: FDI And motives of FDI- Firm specific advantages , Internationalization advantages, Country specific advantages, Modern Approach to investment Appraisal- NPV, Real options, Game theory and strategy and combined approach. Country risk analysis- Significance- Factors to be considered- Techniques to assess the country risk- country risk rating, Measuring country risk, Market approach, Incorporating country Risk in capital budget, reducing exposure to takeovers.

Module 6: International Capital budgeting: Multinational capital budgeting- special issues- evaluating international projects using adjusted present value model (APV) - Risk adjustment in the capital budgeting analysis- sensitivity analysis- purchasing power assumption- real options

Module 7: International Cash Management: Need for International Cash Management, Cash flow analysis from subsidiary perspective- Bilateral netting of internal and external cash flows- Techniques to optimize cash flows- Accelerating cash inflows-Minimizing currency conversion costs, managing blocked funds, managing inter-subsidiary cash transfer- Investing excess cash- Centralized cash management- Diversifying cash across currency- Dynamic hedging.

Module 8: Financial Markets and Instruments: International Capital Market – Instruments Traded, International Money Market and Instruments Traded.

Module 9: International Trade Finance: The Trade relationship , benefits of system, key documents, government programmes to help finance exports, trade financing alternatives, forfeiting medium and long term financing.

Module 10: Multinational Tax Management: The tax principle, types of tax, multinational tax management – transfer pricing policy (High mark-up policy & Low mark-up policy), Tax havens and international offshore financial centres.

Reference Books:

1. Eun CS and Resnick BG (2017), *International financial management,* Tata McGraw HillEducation (India) Pvt Ltd.
2. Madura Jeff (2015), *International Financial Management* 12th Edition, Cengage Learning.
3. Eiteman David K., Stonehill Arthur I. , Moffett Michael H. (2018*)Multinational Business Finance,* 14th Edition Pearson publication.
4. Madura Jeff (2010), *International Corporate Finance,* 10th Edition Cengage Learning.
5. Apte Prakash G.(2018) *International Finance,* Tata McGraw Hill Education (India) Pvt Ltd.
6. Sharan Y. *International Financial Management,* PHI.
7. Dun and Broad Street*, Foreign Exchange Market,* Tata McGraw Hill Education (India) Pvt Ltd.
8. Levi Maurice*, International Finance,* Routledge Publication.
9. Shapiro C. Alan, (2010) *Multi National Financial Management,* 9th edition, Wiley India Pvt Ltd.
10. Shapiro C. Alan and Moles Peter, (2016) *International Financial Management,* Wiley India Pvt Ltd.
11. Jacque Laurent L. (2014): *International Corporate Finance,* John Wiley and Sons, Inc., New Jersey.

****

MBAS 555: CORPORATE RESTRUCTURING

Workload: 4 hours per week , Total credits: 4

Examination: 3 hours; 30 marks continuous evaluation and 70 marks final examination

Objectives:

1. To provides need for and scope of corporate restructuring
2. To provide different forms of corporate restructures
3. To provide different strategies of corporate restructuring.
4. To study the tax issues associated with corporate restructuring.
5. To study the sources of financing mergers and acquisitions.
6. To study the revival, rehabilitation and restructuring of sick companies& winding up.
7. To study the valuation aspects of corporate restructuring

Course Outcome: After completing the course, students will be able to:

1. Acquire and demonstrate expert knowledge in the specific subject area of corporate restructuring.
2. Critically evaluate different types of Merger and Acquisition, take over and different strategies.
3. Understand the principles and techniques of corporate restructuring.
4. Able to manage tax issues associated with corporate restructuring.
5. Evaluate synergies of mergers & acquisition deals.
6. Able to procure financing for mergers and acquisitions.
7. Able to manage revival, rehabilitation and restructuring of sick companies

PEDAGOGY: Lectures, assignments, practical exercises, discussions, seminars**.**

Module 1: Introduction: meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition Merger – types and characteristic, major types of mergers: Motives behind M&A, role of industry life cycle, Theories of Mergers: Efficiency theories and non-efficiency theories

Module 2: Funding of Merger -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

Module 3: Corporate Demerger and Reverse Merger -Concept of Demerger; Modes of Demerger - by Agreement, under Scheme of Arrangement -Demerger and Voluntary

Winding Up -Legal and Procedural Aspects; Tax Aspects and Reliefs -Reverse Mergers – Procedural Aspects and Tax Implications

Module 4: Valuation Aspects Of Corporate Restructuring - Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return, Valuation Techniques: Historical Earnings Valuation , Asset Based Valuation, Market Based Valuation, Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method.

Module 5: Methods of Financing Mergers– cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy

Module 6: Takeover: Meaning and Concept; Types of Takeovers; Legal Aspects – SEBI Takeover Regulations Disclosure and Open Offer Requirements; Bail Out Takeovers and Takeover of Sick Units; Takeover Defenses, Cross Border Takeovers

Module 7: Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method– procedure laid down under Indian companies act

Module 8: Legal Aspects of Mergers/Amalgamations And Acquisitions/Takeovers- Combination and Competition Act- Competition Commission of India (CCI)- CCI Procedure in Regard to the transactions of Business Relating to combination of Regulations 2011- Scheme of Merger/Amalgamation-essential features of the scheme of amalgamation- Approvals for the scheme-Step wise procedure- Acquisitions/Takeovers- Listing agreement- The SEBI Substantial Acquisition of Shares and Takeover code.

Module 9: Revival, Rehabilitation and Restructuring of Sick Companies and Winding Up: Concept of Insolvency, Historical Developments- History of Bankruptcy Laws in India, Tribunal, Procedure; Compromises and Arrangements with Banks and Creditors; Concept; Modes of Winding Up; Administrative Machinery for Winding Up- Winding up Process and Procedure; Managing Stakeholders and Parties in Liquidation; Conducting Meetings of Shareholders/Creditors; Dealing with Contracts;

REFERENCE BOOKS:

1. A N Shreedhar, Strategic Financial Management, Shroff Publications
2. J B Gupta, Strategic Financial Management, Taxmann Publications
3. Ravi M Kishore, Strategic Financial Management, Taxmann Publications
4. Chandrashekar Krishna Murthy &Vishwanath- Merger Acquisitions & Corporate Restructuring– S.R– Sage Publication
5. Godbole Prasad G- Mergers, Acquisitions & Corporate Restructuring in India Vikas Publication
6. Nishikant Jha-Mergers, acquisitions and Corporate Restructuring -Himalaya Publishing House
7. Aurora, Rajinder S, and Kale, Sharad., , "Mergers and Acquisitions" Oxford Higher Education
8. Sudarsanam, S. 2016, "Creating Value from Mergers and Acquisitions", Pearson Education.
9. M.C. Kuchhal and VivekKuchhal by Business Legislation for Management, 4/e, Vikas Publishing House
10. A N Sridhar Financial management – problems and solutions- shroff publishers pvt limited
11. Prasad Godbole- Mergers, Acquisitions and Corporate Restructuring, Vikas, Edition
12. SudiSudarsanam- Value Creation from Mergers and Acquisitions, Pearson, Edition

****

MBAS 556: INTERNATIONAL MARKETING MANAGEMENT

Workload : 4 hours per week - Total credits : 4
Examination : 3 hours 70 marks
Objectives : **1**. To get an insight to international marketing.
2. To Analyze international marketing opportunities.
3. To get knowledge about import and export practices and policies.
4. To engage students in independent and life-long learning.
5. To identify the key issues facing a business or business subdivision.
6. To develop aanalytical and critical thinking abilities for decision making.
7. To iintegrate tools and concepts from multiple functional areas.

Course outcome

1. Get practical experiences about import/export documentation.
2. Visualize the role of commercial banks and other financial institutions in export and import management.
3. Practical experience in export/import documentation
4. Demonstrate the knowledge in this area and solve complex corporate problems.
5. Identify business opportunities, design and implement innovations in work space.
6. Apply reasoning informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

Pedagogy : Lectures, assignments, discussions, seminars, case analysis.

Module 1, International Marketing: Scope, need and importance. International marketing environment. Export Barriers: Tariff and non-tariff. Kinds of tariffs, measuring the effect of tariffs and non-tariffs, foreign exchange control (recent trends).

Module 2, Export Procedure and Documentation: Processing of an export order. Principal documents- invoices, LIC, Certificate of origin, SIB, Bill of Exchange, Mate receipt, Documents for claiming export assistance, Duty draw back bill, Av 4 form.

Module 3, Export Product Planning and Policy: Product planning and development, product strategies, product positioning, product standardisation V/s adaptation, factors affecting standardisation of product line, brand policy, product adaptation strategies, planning for overseas market

Module 4, Export Pricing (pricing in international marketing): Export pricing and terms of trade, pricing policies, pricing strategies. Methods of payment.

Module 5, Distribution: Distribution channels - and overview, direct V/s indirect export, forms of direct exporting: Built-in export department, self-contained export department, separate export company, combination of export manager, joint marketing groups indirect exporting. Merchant exporters - visiting, resident buyers. Distribution logistics. Role of multinationals in International marketing - Joint ventures and turn-key projects

Module 6, Export Promotion: Export promotion (E.P.) measure, institutional arrangement to promote India's exports. Export promotion councils, commodity boards, trade development authority, federation of Indian export organisation(FIEO), export processing zones, Indian institute of foreign trade, export inspection council, state trading corporation of India (STC), export houses, trading houses, star trading houses, super star trading houses.

Module 7, Export Financing: Role of commercial banks, export credit guarantee corporation, export import bank, terms of payment: Payment in advance, open account, documentary bills D/P and D/A, documentary credit under letter of credit.

Reference Books:

1. T.A.S Balagopal- Export management- Himalaya Publishing House.
2. Francis Cherunillam- International Marketing– Himalaya Publishing House.
3. Varshney, Bhattacharya – International Marketing- Sulthan Chand & Sons publication.
4. Francis Cherunillam- International Trade and Export Management- Himalaya Publishing House.
5. M.Y. Koul- International marketing – Anmol Publications.
6. B. S. Rathor - Export Marketing – Himalaya Publishing House,
7. Ken Wainwright- Practical Export Marketing - Littlehampton Book Services Ltd.
8. Rajan, Saxena& M C Kapoor -International Marketing Concepts, Techniques and Cases- Tata McGraw hill.
9. V.Kripalani -International Marketing - Prentice Hall, New Delhi.
10. S.A. Chunawalla -Essentials of Export Marketing - Himalaya Publishing House.
11. Warren Keegan -Global Marketing Management - Pearson / PHI.
12. Rakesh Mohan Joshi - International Marketing - Oxford.
13. Johny K. Johannson - Global Marketing - TMH.
14. Justine Paul- International Marketing: Text & Cases - Tata McGraw-Hill Education.
15. Rajagopal – International Marketing – Vikas Publishing House, New Delhi.

****

MBAS 557: SERVICE MARKETING

Workload : 4 hours per week – Total credits 4

Examination : 3 hours 70 marks

Objectives :1.To know theoretical and practical basis for service performance
2.To utilize the key services frameworks and concepts
3. To understand the service blueprinting and the integration of new technologies.
4. To engage students in independent and life-long learning.
5. To identify the key issues facing a business or business subdivision.
6. To develop analytical and critical thinking abilities for decision making.
7. To integrate tools and concepts from multiple functional areas.

Course outcomes

1. creates an understanding what quality means and how customers develop perceptions of service quality
2. In depth knowledge on consumer behavior in service delivery.
3. Practicality of service design and service standards.
4. Demonstrate the knowledge in this area and solve complex corporate problems.
5. Identify business opportunities, design and implement innovations in work space.
6. Apply reasoning informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

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

Module 1, Introduction to services: Concepts, Contribution of service sector in the economy, reasons for the growth of services sector, Characteristics of Services, Different service Marketing activities, Categorizing Service Processes , Service Marketing Mix – 7P's of Services Marketing, Concept of service marketing triangle, Marketing challenges in service industry.

Module 2, Consumer behaviour in services: Search, Experience and Credence property of services, Customer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services; Customer perception of services - Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception; The purchase process for services – customer behaviour at different points in the service experience; Managing demand and capacity– Lack of inventory capability, Understanding demand patterns, Strategies and Tools for matching capacity and demand, coping with fluctuating demand, Waiting line strategies.

Module 3, Managing Relationships: Building customer relationship through retention strategies, Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship; Market segmentation - Basis and targeting in services; complaint handling and service recovery.

Module 4, Service standards and Managing service quality and productivity – Concept of Service quality, Contrasting quality components in manufacturing and services, capturing the customer's perspective of service quality, generic dimensions customers use to evaluate service quality, The SERVQUAL Scale, The GAP Model, measuring and improving service quality, Tools for analysing and addressing service quality problems, Defining and measuring productivity, improving service productivity, TQM

Module 5, Designing and managing service processes and Planning the service environment - New service development types, stages; blueprinting, steps, identifying failure points, failure proofing, fail-safe methods for service personnel, fail-safe methods for the customer, service process redesign; the customer as co-producer, levels of customer participation, self-service technologies, service firms as teachers, Customers as partial employees; the problem of customer misbehaviour, addressing the challenge of Jay customers.

Module 6, Pricing of services- Pricing Revenue Management and Distribution of services – objectives of pricing, foundations of setting prices- cost based, value based, competition based, Revenue management –meaning, strategies, ethical concerns and perceived fairness of pricing policies, pricing issues, pricing fences. Distribution in the service context, the type of contact: options for service delivery, decisions about place and time, service delivery in cyberspace, role of intermediaries, internationally distributed services.

Module 7, Customer's role in service delivery - Importance of customer & customer's role in service delivery, Strategies for enhancing Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.

Module 8, Role of marketing communication and Physical evidence in services: Importance of communication in service marketing, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation; Types of services capes, Role of services capes, Frame work to understand services capes and their effect on behaviours, Guidance for physical evidence strategies.

Reference Books:

1. Valarie A. Zeithmal& Mary Jo Bitner- Services Marketing - TMH.
2. Christopher Lovelock- Services Marketing- Pearson Education.
3. Kenneth E Clow& David L Kurtz- Services Marketing: Operation, Management, and Strategy-Biztantra.
4. Ravi Shankar -Services Marketing: The Indian Perspective- Excel Books.
5. RajendraNargundkar-Services Marketing -TMH.
6. GovindApte-Services Marketing - Oxford.
7. Hoffman& Bateson- Services Marketing - Cenage Learning.
8. Peter Mudie and Angela Pirrie-Services Marketing - Elsevier.
9. Audrey Gilmore -Services Marketing and Management- Response Books - Sage India.
10. Jha S. M- Service Marketing - HPH.

****

MBAS 558: RURAL MARKETING

Workload : 4 hours per week. - Total credits: 4

Examination : 3 hours 70 marks

Objectives **:** 1. To know the emerging trends of rural marketing.
2. To understand the profile of rural consumers.
3. To realize the trends in rural marketing.
4. To engage students in independent and life-long learning.
5. To identify the key issues facing a business or business subdivision.
6. To develop analytical and critical thinking abilities for decision making.
7. To integrate tools and concepts from multiple functional areas.

Course outcome **:**1. Develop required skills to manage rural customers.
2. Strategies to overcome the practical difficulties of rural marketing
3. Explore the job opportunities in rural marketing
4. Demonstrate the knowledge in this area and solve complex corporate problems.
5. Identify business opportunities, design and implement innovations in work space.
6. Apply reasoning informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

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

Module 1,Overview of Rural Marketing –Evolution of Rural Marketing in India Definition- Nature –Scope- Characteristics and potentials of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges and Opportunities in Rural Marketing.

Module 2,Rural Markets & Decisions: Profile of Rural Marketing, Consumer Profile-Rural Market Equilibrium-Classification of Rural Marketing, Regulated and Non-Regulated. Marketing Mix- Segmentation, Targeting, Position. Rural Marketing Strategies. Role of Central, State Government and other Institutions in Rural Marketing. Integrated Marketing Communication in Rural Marketing.

Module 3,Product & Distribution: Product / Service Classification in Rural Marketing, New Product Development, Brand Management in Rural Marketing.Rural Distribution channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- - Sales force Management in Rural Marketing.

Module 5, Rural Consumer Behaviour: Consumer Behaviour Model in Rural Marketing-Rural Marketing Research-Retail & IT models in Rural Marketing-CSR and Marketing

Ethics in Rural Marketing- Source of Financing and credit agencies. Advertising & Media Role in Rural Marketing.

Module 6,Trends in Rural Marketing: e- Rural Marketing-CRM &e-CRM in Rural Marketing- Advanced Practices in Rural Marketing, Social Marketing-Network Marketing-Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing, Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.

Module 7,Rural Marketing Research: Rural Market Research, marketing research Process, Evolution of, rural marketing research, Sources and methods of data collection, Data collection approaches in rural area, Data collection tools for rural market, research tools for rural market. Limitations and challenges in rural marketing research.

Reference Books:

1. Rural Marketing – C G Krishnamacharyulu, LalithaRamakrishnan – Pearson Education
2. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash Pandey New age publishers
3. Rural Marketing – U.C.Mathur, excel books, 1/e 4. Indian Rural Marketing RajagopalRawat Publishers
4. Pradeep Kashyap and Siddhartha Raut, The Rural Marketing Book (Paperback) 2005, BIZTANTRA,
5. DograBalram and KarminderGhuman, Rural Marketing: Concepts and Practices (Paperback) 2007, Tata McGraw-Hill Publishing Company Ltd.
6. Pradeep Kashyap , Rural Marketing (Old Edition) Paperback – 2011, 2nd Edition, Pearson.
7. C.S.G. Krishnamacharyulu and LalithaRamakrishnanan, Rural Marketing Text and Cases, 2nd Edition, (Paperback) – 2010, Pearson Eductation.

****

MBAS 559: GLOBAL HUMAN RESOURCE MANAGEMENT

Workload : 04 hours per week

Examination: 03 hours & 70 marks

Objective :1.To expose the students with GHRM concepts and practices.

2. To understand the domestic HRM and global HRM.

3. To know the recent trends and challenges of GHRM

4. To engage students in independent and life-long learning.

5. To identify the key issues facing a business or business subdivision.

6. To develop analytical and critical thinking abilities for decision making.

7. To integrate tools and concepts from multiple functional areas.

Course outcome: 1. Get in-depth knowledge about the different dimension of GHRM.
2.Understand MNCs and their HR practices.
3.Acquire required competencies for international HR managers.
4. Demonstrate the knowledge in this area and solve complex corporate problems.
5. Identify business opportunities, design and implement innovations in work space.
6. Apply reasoning informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

Pedagogy:Lectures, Assignments, Practical exercises, case studies, seminars, Role play Game play.

Module 1, Introduction to Global HRM - nature and scope, domestic versus Global HRM, types of global business, Globalization and HRM, Impact of national culture on HRM and employee management issues, multi- culturalism, HRM in Cross-Border Mergers& Acquisitions, the Role of HR Departments in MNCs – Competencies for International HR Managers.

Module 2, Theoretical framework – Approaches to the study of GHRM – Convergence Theory, Marxist theory, cultural approach, Hofstede model and Trompennar Model – Confucian Dynamism - Andre Lawrent, Models of International HRM – Pooles adaptation of the Harvard Model – Brewster and Bournois Model, Organisational structure and design in global organisations.

Module 3, International staffing – policies and practices, techniques and sources of global recruitment, selection process, global labour market differences, global compensation factors, components, approaches and cultural impact on compensation, global compensation practices and recent trends in global staffing – expatriates failures & their minimization.

Module 4, Global Management Development – role of expatriate training, pre-departure training, development of staff and international assignments, training strategies, HCN & TCN training, repatriate training, emerging trends in training.

Module 5, Performance management – significance and concerns of performance management, setting individual performance goals, performance variables, performance appraisal for expatriates, feedback, linking rewards and results, challenges in managing performance, country – specific management practices.

Module 6, Repatriation – Re-entry and career issues, culture shock, benefits from repatriates, challenges of re-entry, repatriation process, managing repatriation, designing a successful repatriation programme.

Module 7, Comparative Labour Relations – Key issues, international pressures on national practices, multinational ownership and collective bargaining, women in global business, Quality Circles, participative management, responses of Labour Unions to MNCs.

Module 8, Global HRM practices – an overview of HRM in USA, UK, Japan, West Germany, China & India, innovative management techniques and their influences, social responsibility and global business ethics and International HR managers, future of GHRM.

Reference Books:

1. Evans, Pucik&Barsoure, The Global Challenges – Framework for International Human Resource Management - Tata McGraw Hill/Irwin.
2. Peter J. Dowling and Welsh – International Human Resource Management - Thomson Publications.
3. Aswathappa, K &Sadhna Dash– International Human Resource Management - McGraw-Hill.
4. Tony Edwards & Chris Rees, International Human Resource Management - Pearson Education.
5. Monir H. Tayeb – International Human Resource Management, Oxford University Press.
6. Rao P.L. – International Human Resource Management - Excel Books.
7. Dennis R. Briscoe and Randall S.Schuler- International Human Resource Management, Routledge Publications. Hilary Harris- Chris Brewester and Paul Sparrow Publications,
8. Hilary Harris, Chris Brewester and Paul Sparros– International Human Resource Management- Routledge Publications.
9. Bartlett C., Ghoshal S. and Birkinshaw, J– Transnational Management: Text, Cases and Readings in Cross Border Management, Boston, M.A. McGraw-Hill/Irwin
10. Geert Hofstede (1980) – Cultures, Consequences: International differences in work related values-Sage Publishers.
11. IAN Beard Well& Len Holden - Human Resource Management- Macmillan Publishers.
12. Gary Dessler, Human Resource Management, Prentice Hall.
13. Willy McCourt and Derek Eldridge- Global Human Resource Management- Edward Elgar Publishing Ltd.
14. Gordon Redding & Bruce W Stening - Cross-Cultural Management-Edward Eelgar Publishing Limited.

****

MBAS 560: COMPENSATION MANAGEMENT

Workload	:	4 hours per week
Examination	:	3 hours - 70 marks
Objectives	:	1.To understand the significance of compensation management. 2. To develop a clarity about economical behavioural dimension of compensation management. 3. To analyse the emerging issue and trends in compensation methods. 4. To engage students in independent and life-long learning. 5. To identify the key issues facing a business or business subdivision. 6. To develop analytical and critical thinking abilities for decision making. 7. To integrate tools and concepts from multiple functional areas.
Course out come	:	1.Develop remuneration and reward strategies. 2.Have an insight to compensation methods at different levels. 3.Get theoretical and practical input about salary structure of employees. 4. Demonstrate the knowledge in this area and solve complex corporate problems. 5. Identify business opportunities, design and implement innovations in work space. 6. Apply reasoning informed by the contextual knowledge in the given area. 7. Apply ethical principles for making judicious managerial decisions.
Pedagogy	:	Lectures, assignments, practical exercises, discussions, seminars etc.

Module 1, Introduction: Concept, historical development of payment systems and importance. Components and Dimensions of compensation program, Factors influencing compensation, The 3-p compensation concept.

Module 2, Economic and Behavioural Dimensions of Compensation Management: Economic theory of wages and its limitations. Motivational issues in compensation management, organizational justice and compensation, impact of Compensation on employee behaviours, consequences of dissatisfaction with compensation. Job evaluation and compensation.

Module 3, Managing Compensation: Designing a compensation system, Internal and external equity in compensation system, Framework of compensation policy, compensation as a retention strategy.

Module 4, Performance Based Compensation: Significance of performance appraisal system, effect of compensation on performance and motivation, pay for performance system, meeting the challenges of pay for performance system, types of pay for performance plan, compensation and performance, competency based compensation.

Module 5, Wages and Salary Administration: Concept of wages, the wage determination process, methods of wage fixation, theories of wages, types of wages, wage differentials,

wage policy and its importance, legal framework and compensation, objective of national wage policy.

Module 6, Benefits and Administration: Benefits determination process, Employees benefits and services, legally required benefits-dearness allowance, employee stock option plan (ESOP), types of retirement benefit plans, Flexible compensation/benefits plans, significance and types of various incentives.

Module 7, Compensation of special groups: Top executives, special features and components, Compensation for CEO, fringe and retirement benefits, perquisites, culture and pay.

Module 8, Emerging Issues and Trends: Tax implication of Employee Compensation package to the employer, tax efficient compensation package, Salary structuring, recent changes in taxation, comparative international compensation, new trends in compensation management.

Reference Books::

1. Milkovich G. T, Newman J .M, &VenkataRatnam C. S- Compensation -McGraw Hill Irwin.
2. Deb Tapomoy-Compensation Management, 1st edn-Excel Books, New Delhi.
3. Armstrong, M and H Murlis Reward Management: A Hand Book of Remuneration Strategy and Practice - Kogan Page, London.
4. Martocchio J. J.-Strategic Compensation - Pearson Education.
5. Gerhart B &Rynes S L-Compensation Theory, Evidence and Strategic Implications-Sage Publishers, New Delhi.
6. Sarma A.M- Understanding Wages and Compensation Management -Himalaya Publishing House, Mumbai.
7. Dr.KanchanBatia- Compensation Management, 1st edn - Himalaya Publishing House, Mumbai.
8. B.D.Singh- Compensation and Reward Management, 1st edn - Excel Books, New Delhi.
9. Wallace M.J. and Fay C.H- Compensation Theory and Practice - Tata Mc Graw Hill.
10. Henderson, Richard I- Compensation Management in a knowledge Based World - Printice Hall.
11. Director Soms, MS- 27, Wage and Salary Administration IGNOU, New Delhi.
12. Decenzo A, David and Robbins P Stephen- Personnel/HRM, Prentice Hall of India, New Delhi.

****

MBAS 561: PERFORMANCE MANAGEMENT

Workload : 4 hours per week
Examination : 3 hours - 70 marks
Objectives :
1. To get into the practices of performance management.
2. To have a clear understanding of performance management techniques.
3. To realise performance management as a motivation, employees to excel greater performance.
4. To engage students in independent and life-long learning.
5. To identify the key issues facing a business or business subdivision.
6. To develop analytical and critical thinking abilities for decision making.
7. To integrate tools and concepts from multiple functional areas.

Course outcome :
1. Get practical expense to build high performing.
2. Understand the role of HR managers in performance management.
3. Able to build high performing teams.
4. Demonstrate the knowledge in this area and solve complex corporate problems.
5. Identify business opportunities, design and implement innovations in work space.
6. Apply reasoning informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

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

Module 1, Introduction: Definition, concerns and scope - Historical developments in Performance Management - Performance appraisal Vs performance management - performance management Vs Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal.

Module 2, Planning Performance Management: Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirements

Module 3, Performance and Development: Setting objectives - Organizational and individual performance plans - Components of Managers performance and development plan - setting mutual expectations and performance criteria. Performance and potential management

Module 4, Monitoring and Mentoring: Introduction - Supervision - Objectives and Principles of Monitoring - monitoring process - periodic reviews - problem solving - engendering trust - role efficacy. Measuring Performance – Managing for results, managing behaviour, managing competencies, conducting performance reviews

Module 5, Annual Stocktaking: Stock taking performance - process of Judgment vs process of analysis - stock taking discussions - Delivering efficient feedback - 360- Degree Feedback- stocktaking potential - Tools for stocktaking potential.

Module 6, Appraising for Recognition & Reward: Purpose of Appraising - Methods of appraisal - appraisal system design - Implementing the appraisal system - Appraisals and HR decisions.

Module 7, Organisational effectiveness: Role of Leadership and Change in organizational effectiveness - rules of thumb for change agents - performance management skills - Operationalizing change through performance management.

Module 8, High Performing Teams: Building and leading High performing teams - team oriented organizations - developing and leading high performing teams. Management team performance, managing organizational performance, performance management and pay, performance management training, evaluating performance management

Reference Books:

1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.
2. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
3. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
4. David Wade and RonadRecardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Henderson, Compensation Management in a Knowledge Based World 9/e Pearson Education.

****

MBAS 562: LEGAL ASPECTS OF BANKING AND INSURANCE

Workload 04 hours per week

Examination 03 hours - 70 marks

Objectives

1. Describe the legal aspects of banking and insurance
2. Write down the law relating to securities
3. Comprehend the legal framework of the insurance contract
4. Identify the various laws relating to insurance and various insurance documents.
5. To study insurance contract analysis.
6. To study SARFAESI Act and its impact.
7. To study the recovery of assets due to banks

Course outcome

1. Understand the legal framework of regulation of Banking operations
2. Understand the legal framework of aspects of banking operations.
3. Understand the law relating to securities and modes of charging
4. Understand the legal aspects of Insurance,
5. Able to manage insurance contract and documents.
6. Able to recover assets due to banks.
7. Able to manage redressal of grievances – Arbitration procedure.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars

Module 1: Legal framework of regulation of Banks: Control over organization of Banks; Regulation of Banking Business; Returns- Inspection and winding up; Banking Regulation Act 1949; RBI Act 1934.

Module 2: Legal aspects of Banking Operations: Responsibility of Paying Banker – Collecting Banker – Indemnities – Bank guarantees – Letters of Credit – Bill Finance; Cases.

Module 3: Law relating to securities and modes of charging: Types of borrowers – Types of Credit facilities – Secured and unsecured loans – Registration & satisfaction of charges; Cases.

Module 4: SARFAESI Act, 2002: Introduction – Securitization of financial assets – Enforcement of security interest – Banking Ombudsman scheme 2002- Procedure for redressal of grievances – Arbitration procedure – Conciliation; Cases.

Module 5: Recovery of Assets due to Banks: FI Act of 1993 – Tribunal and appellate tribunals, Provisions and procedure of tribunals – Bankers Book of Evidence Act 1891; Cases.

Module 6: Insurance Contract Analysis: Legal framework of Insurance Business – Claims Negotiation – Understanding Contracts Structure – Standard Contract; Cases

Module 7: Legal aspects of Insurance: Insurance Act 1938; Indian contract Act 1872; Consumer protection Act 1986; Life Insurance Act 1956; IRDA Act 1999, Re-insurance and Double Insurance; Motor Vehicles Act 1938 and 1988- Public Liability Clause 1991; Case.

Module 8: Insurance Documents: Insurance forms- proposal forms; Cover notes – Certificate of Insurance; Policy forms – Endorsements – Other Documents; Cases.

Reference Books

1. Legal and Regulatory Aspects of Banking Operations – IIBF, 2/e, Mcmilan, New Delhi.
2. P.K.Gupta-Insurance & Risk Management, 2/e-Himlaya Publishing House, Mumbai.
3. Natarajan &Gorden-Banking Theory Law & Practice - Himalaya Publishing, Mumbai.
4. Shekhar KC, ShekharLekshmy- Banking Theory and practices - Vikas Publishing House, New Delhi.

****

MBAS 563: TREASURY AND RISK MANAGEMENT

Workload 04 hours per week

Examination 03 hours - 70 marks

Objectives

1. Describe the functions and objectives of treasury management
2. To study the Treasury Products used by participants.
3. To study asset liability management.
4. Identify various capital market instruments and the instruments used for risk management
5. Identify the tools used for risk analysis and the derivative instruments used for managing risk
6. Comprehend the operational risk and its management.
7. To describe financial futures.

CourseOutcome

1. Understand the need for Treasury and Risk Management
2. Able to handle Treasury products of a business.
3. Able to identify various capital market instruments and the instruments used for risk management.
4. Able to manage the risk associated with the Treasury Management
5. Able to conduct risk exposure analysis.
6. Able to measure the risk.
7. Able to understand the sound practices for management and supervision of operational risk.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars

Module 1: Introduction to Treasure Management: Objectives – Concept – Functions of integrated treasury; Process of Globalization – Evolving role of Treasury as profit centre – Organization of treasury.

Module 2: Treasury Products: Short term funds and investment management – Financial Marketing – Money Market – Capital Market - Call money – Government Securities – REPOs Repo Rate – Repo Pricing Types of Repos – certificate of deposits – rediscounting bills- commercial papers – Inter – Bank Participation certificate – Collagenised Borrowing and Lending Obligations (CBLO); Foreign Exchange Markets and treasury – Linkage of domestic operations with foreign operations.

Module 3: Asset Liability Management 1: Risk Management Process – Risk Organization – Asset Liability Management (ALM) – Objectives – Organization - Functions of ALCO – Risks – Interest Rate Risk Liquidity Risk – Assessment of Liquidity – Maturity Profile and Interest rate Ladder Credit Risk – Currency Risk – Capital Risk – contingent Risk – Basel Norms I, II, and III.

Module 4: Asset Liability Management 2 : Interest Rate risk and management (IRRM) Interest rate risk – GAP analysis – Rate sensitive Gap Report – Duration and Immunization – Managing IRRM with Derivatives – Simulation technique- Asset Securitization.

Module 5: Asset Liability Management – 3 : Risk Exposure analysis - Stress Testing – exposure Document – open position – stop-loss limit – Modified Duration – Convexity- Risk Adjusted Return on capital (RAROC) – Audit Risk Management

Module 6: Financial futures – forwards – FRA and interest rate swaps – Cross currency swaps – options – Caps – Floors and complex swaps for managing interest rate risk – Foreign Exchange risk management using Derivatives.

Module 7: Sound practices for management and supervision of operational risk (SPOR); Three approaches to SPOR; Operational risks – Identification – effects and Causes – Assessment – Measurement – Scenario Analysis

Market Risk - types – Market risk identification – Model Risk – Risk identification in practice

Module 8: Risk Measurement – Nominal Amount approach – Sensitivity Based approach – Basis point value – Value at Risk (VaR) – Computation of VaR – VaR and absolute VaR – Usefulness and Limitations of VaR – Back Testing – Stress Testing.

Reference Books::

1. Treasury Management- IIBF, Mcmilan, New Delhi, 2011.
2. Kotreshwar G -Risk Management: Insurance & Derivatives- 2/e, Himalaya Publishing, Mumbai.
3. Chance -Introduction to Derivatives & Risk Management-, Cengage Learning, New Delhi.
4.Saita.F- Value at Risk and Bank Capital Management,1/e- Elsevier Inc., U.K.
5. Rejda, George E.-Principles of Risk Management and Insurance- Addison Wesley Longman.
6. McNamara- Principles of Risk Management and Insurance-Addison-Wesley
7. Dorfman- Introduction to Risk Management and Insurance- Prentice Hall.
8. Williams &Heins - Risk Management and Insurance-McGraw Hill.
9. James S. Treischmann, Sandra G. Gustavson - Risk Management and Insurance- South Western Thomson Learning.

****

MBAS 564: Rural Banking

Workload 04 hours per week

Examination 03 hours - 70 marks

Objectives

1. Appreciate the challenges and opportunities of rural banking
2. Understand the structure and functions of co-operative
3. banking
4. Describe the process and objectives of cash management by rural banks
5. To study the methods used for liquidity management.
6. To study the significance of internal and external audit.
7. To describe different cost centers.

CourseOutcome

1. Able to work in rural banking sector.
2. Able Analyze the rural banking customers requirements
3. Understand the Regulation, Supervision and Compliance of rural banking.
4. Able to identify the methods used for liquidity management.
5. Able to conduct internal and external audit.
6. Able to comply Regulation, Supervision and Compliance.
7. Able to manage banker customer relationship.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars

Module 1: Principles and functions of banking, Co-operative banking, Special features, Negotiable instruments, Cheques, bill of exchange, Promissory Notes. An insight into the rural banking scenario with special focus on prevailing opportunities and challenges.

Module 2: Banker customer relationship, Psycho-demographic approach, Customer centric vs business centric approach.

Module 3: Co-operative banking, agriculture and non-agriculture organization, function of State Apex Co-operative banks and District Central Co-operative Banks, RBI functions and role, NABARD, Lead Bank Scheme, RRB objective and functions. Strengthening the Regional Rural Banks (RRBs), reforms in cooperatives, expansion of the purview of the priority sector

Module 4: Banking and I.T., E-banking. ATM. M-banking in rural banking, opportunities and challenges.

Module 5: Domestic Cash Management, ST/MT Funding, Meaning and importance cash management, Objectives, Cash flow cycle, Cash flow budgeting and forecasting, Electronic cash management, MT and LT funding, Term loans, Securitization, Cost centre, Profit centre, Planning and control, Capital Budgeting.

Module 6: Liquidity Management- Objectives-Sources-Maturity concerns: Projected cash and core sources- Contingency Plans- ST/NT Liquidity – Maturity Ladder Limit- Internal control-Information- Netting.

Module 7: Regulation, Supervision and Compliance- Need and significance of internal and external audit.

Reference Books:

1. Banking Regulation Act. K C Shekhar and Lekshmy Shekhar, Banking Theory and Practice, 21st Edition, Vikas Publishing House
2. IIBF (Indian Institute of Banking and Finance), Rural Banking, Macmillan
3. IIBF –Principles and practices of Banking –, 2/e, Macmillan, 2011.
4. Bala Krishna A V and SohaniA K, Indian Rural Banking: Changing Paradigm (Banking Series), ICFAI
5. UNIVERSITY PRESS (2008).
6. Indian Institute of Banking Finance, Rural Banking Operations, Taxmann's Publications (2012)
7. SSM Desai, Rural Banking in India, HPH
8. Gordon and Natrajan, Banking theory law & practice, Himalay Publishing House
9. PremkumarShrivastav, Banking theory and practice, Himalaya Publishing House
10. Bhaktapada Roy, Rural Banking and Poverty Alleviation, Abhijeet,1 edition, 2008
11. Basu. A.K. Fundamentals of Banking Theory and Practice.
12. Chatterjee, A., Bank Credit Management.
13. Choubay, B.N., Principles and Practice of Co-operative Banking.
14. Tanan, M.L. Banking Law and Practice in Nagotiable Instrument India Act.
15. Tanan, M.L., Banking Law and Practice

****

MBAS 565: Quality Management in Healthcare Organization

Workload 4 hours per week – Total credits 4

Examination 3 hours 70 marks

Objectives

1. Appreciate the importance of quality in healthcare service
2. delivery
3. To describe different dimensions of quality in health care organization.
4. Use quality tools and techniques in attaining total healthcare.
5. Be familiar with accreditation bodies and processes.
6. Promote patient safety and its importance.
7. To describe medical audit.

Courseoutcome

1. Understand the importance of quality management in healthcare organization
2. Able to identify quality control components.
3. Understand the quality control tools and techniques
4. Able to Evaluate of Quality Management
5. Able to manage the hospital Accreditation
6. Able to conduct medical audit.
7. Able to assist in quality control.

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

Module 1: Introduction – Concepts of quality and total quality. Components of quality: Objectives and importance of quality improvement in health care organization, continuous quality improvement, steps in quality improvement. Quality Management philosopher. Dimensions of quality in health care organization.

Module 2: Quality control tools and techniques: TQM models, Quality standards, ISO and its implementation. Brain storming – bench marketing initiation taken by the ministry of health and family welfare statistical quality control, process charts, six sigma concept, POKA YOKE and quality control tools, quality circle.

Module 3: Evaluation of Quality Management: Concurrent, terminal and cyclical evaluate, audit in Health care, Nursing audit – Antibiotic audit, clinical audit, patient satisfaction survey.

Module 4: Hospital Accreditation: Concept importance, benefits, accreditation bodies, overview of standards, patient focused quality standards, quality improvement and patient safety.

Module 5: Medical Audit: Meaning – Protocols – Audit Elements, Audit team duties and responsibilities, Medical record audit, audit types, Audit methods, audit monitoring, audit practice, constraints implementation.

Reference Books:

1. Donald Lighter and Douglas C Fair - Quality Management in Health Care, Principles and Methods -Jones and Bartlett Publishers.
2. James R. Evans -Total Quality Management– South Western Publishers 2nd edition,
3. Pena, Jesus – Hospital Quality Assurance - Aspen Pub.
4. Hugh C.H. Koch – Total Quality Management in healthcare- Longman.
5. A.V. Srinivasan (Ed) - Managing ModernHospital – Response Books.
6. Sarasmith Don S. M Clair, Rosalind Raine and Barnaby Reevs - Health care Evaluation TMH.

****

MBAS 566: LEGAL ISSUES IN HEALTHCARE & BUSINESS ETHICS

Workload 4 hours per week – Total credits 4

Examination 3 hours 70 marks

Objectives

1. Understand the legal implications of provision of medical advice, diagnosis and treatment.
2. Be familiar with the medical legal procedures and the provisions of various acts related to healthcare.
3. Trace the development of professional and ethical obligations in the health care.
4. Be aware of the occupational hazards, safety and measures in healthcare.
5. To describe the MCI Act.
6. To describe the issues relates to Consumer Protection Act – Patient Rights.
7. To describe the Contract Labour and casual Labour Acts in Health care business.

Course out come

1. Understand the legal and ethical issues in healthcare organization
2. Understand the Contract Labour and casual Labour Acts
3. Able to Medical Legal Procedures
4. Able to manage the Contract Labour and casual Labour
5. Able to handle the issues relates to Consumer Protection and Patient Rights.
6. Able to advice the issues relates to healthcare business ethics.
7. Able to handle issues in ethics in management.

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

Module 1: Introduction: Overview of laws in business and healthcare – Source of law – interpretation of law – Trade Union Act – Trust Act – Societies Registration Act.

Module 2: Medical Legal Procedures – Medical Jurisprudence – Patient confidentiality – Law of Torts – Law on Communicable diseases – Notifiable diseases – WHO – International Heath Regulations.

Module 3: Environment Protection Act: Salient Features Occupational hazards, Safety and Health Measures – Food and Drugs Laws – Drugs and Cosmetics Act – Mental Health Act – Birth & Death Registrations Act – Biomedical Waste management Act and their applications and relevance in healthcare.

Module 4: An overview of MCI Act, Pre Natal Diagnostic Test Act, Medical Termination of Pregnancy Act, Organ Transplantation Act – Medical Negligence – Consumer Protection Act – Patient Rights.

Module 5: Contract Labour and casual Labour Acts - an over view of Shops and Establishment Act, Minimum Wages Act, Payment of Wages Act, Employees State Insurance Act, Provident Fund Act, Payment of Gratuity and Equal Remuneration Act.

Module 6: Introduction to ethics; nature, scope and purpose – Importance of ethics and moral standards – Values, Norms, Beliefs and Standards – Normative ethics in management – ethics and morals.

Module 7: Managing ethics – ethics and the organization – Myths about business ethics – Ethical dilemma – Ethics and the Environment – Ethical decision making – Moral Reasoning; Psychological perspectives – Moral Reasoning and Organization Culture: Cultures based on fear, punishment and exchange.

Module 8: Ethics in Management – Ethics in HRM – Ethics in Marketing – Ethics in Finance – Corporate Social responsibility: Pyramid of corporate social responsibility, domains of corporate social responsibility – Ethical codes of conduct – Protection of employees: guarding against sexual harassment.

Reference Books:

1. Kuchhal M C– Business Laws -Vikas Publishing House Pvt. Ltd., New Delhi.
2. Goswani V.G.–Labour& Industrial Laws - Central Law Agency, Allahabad.
3. Kapur N D - A Handbook of Industrial Law- Sultan Chand and Sons New Delhi.
4. Rajkumar –Acts applicable to hospitals in India.
5. Knight Bernard – Legal Aspects of Medical Practice- Churchill Livingstone.
6. Saravanavel& Others – Labour Laws – Himalaya Publishing House, Bangalore.
7. Bhatia S.K. – Business Ethics and Managerial Values -Deep & Deep Publications Pvt. Ltd., New Delhi.
8. Murthy CSV – Business Ethics: Text & Cases - Himalaya Publishing House, Bangalore.
9. Biswanath Ghosh – Ethics in Management and the Indian ethos -Vikas Publishing House Pvt. Ltd., New Delhi.

****

MBAS 567: Health Entrepreneurship

Workload 04 hours per week

Examination 03 hours - 70 marks

Objectives

1. Be familiar with health entrepreneurship, business plans, financing options and statutory requirements for launching a new health venture.
2. Know about Techno-Entrepreneurship and Social Entrepreneurship.
3. Acquire knowledge of the business expansion and exit strategies.
4. Gain knowledge on recent trends and emerging issues of Health Entrepreneurs
5. Understands the different financing options for the new venture.
6. To study the significance of protection of IPR.
7. To describe the need for social Entrepreneurship in healthcare.

Courseoutcome

1. Able to understand the need for Health Entrepreneurship.
2. Able to manage Health Enterprise.
3. Able to fulfil Statutory requirements for launching a new health venture
4. Able to prepare Entrepreneurship (Business) plan
5. Able to help the health Entrepreneurs.
6. Able to advice and procure financing for the new venture.
7. Able to identify the need for social Entrepreneurship in healthcare.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars

Module 1: Introduction to Health Entrepreneurship: ethics and social responsibility of health entrepreneurs; opportunities for health entrepreneurs; recent trends and emerging issues for health entrepreneurs;

Module 2: Entrepreneurship strategy/Business model: Framework for new venture development; entrepreneurial strategies across the life cycle of business growth- for the emerging venture, for the growing venture, and for sustain growth in the established venture;

Module 3: Financing options for the venture; key strategic roles of creativity, opportunity identification, opportunity evaluation, and innovation in the emergence and growth of entrepreneurial firms; case-study based learning from success, failures and foibles of ventures in the health sector;

Module 4: Entrepreneurship (Business) plan: Nature, purpose and scope of business plan; writing business plan; evaluating business plan; using and implementing various components of the business plan – marketing plan, financial plan, operating plan and organizational plan;

Module 5: Statutory requirements for launching a new health venture; Enterprise growth: Impact of growth; sustaining growth; management challenges; sustaining the entrepreneurial spirit; conflict, competition and collaborations business expansion strategies and issues; exit strategies;

Module 6: Techno- Entrepreneurship: Foundations of the field; parameters of techno – entrepreneurship; key processes of techno-entrepreneurship; incubation and technology transfers; pivotal factors in the success of techno-entrepreneurship; case studies of leading e-

health and biotechnology companies to illustrate and substantiate the successful techno-entrepreneurship paradigm; intellectual property protection;

Module 7: Social Entrepreneurship: Concept, need and opportunity of social entrepreneurship; distinctive characteristics of the social enterprise context and organizations; critical components of social entrepreneurship; business skills and frameworks for achieving maximum impact through social entrepreneurship; influencing policy to support entrepreneurship; case studies of social (health) enterprises in national and international settings.

Reference Books:

1. Drucker, Peter. F. (2009). Innovation and Entrepreneurship: Practice and Principles. Amsterdam: Elsevier, Butterworth-Heinemann.
2. Fayolle, Alain. (2007). Entrepreneurship and New Value Creation: The Dynamic of the Entrepreneurial Process. United States of America: Cambridge University Press.
3. Francois, Therin. (2007). Handbook of Research of Techno-entrepreneurship. United States of America: Edward Elgar Publishing.
4. Gundry, Lisa. K. &Kickul, Jill. R. (2007). Entrepreneurship Strategy: Changing Patterns in New Venture Creations, Growth, and Reinvention. United States of America: SAGE Publication.
5. Harold, P. Wlesch. (2004). Entrepreneurship: the way ahead (Paperback). London: Taylor & Francis e-Library.
6. Harvard Business Essentials. (2005). Entrepreneur's Toolkit: Tools and Techniques to Launch and Grow your New Business United States of America. Harvard Business School Publishing Corporation.
7. Kuratko, Donald F. (2008). Entrepreneurship. Theory, Process and Practice. United States of America: South-Western, Cengage Learning.
8. Kuratko.,& Hodgetts. (2009). Entrepreneurship in The New Millennium. India: Cengage learning.
9. Mellor, Robert (2009). Entrepreneurship for Everyone: A Student Textbook. Great Britain: T J International Ltd.
10. Plizer, Paul. Zane. (2007). The New Wellness Revolution: How to Make a Fortune in the Next Trillion Dollar Industry. United States of America: John Wiley & Sons.
11. Prahalad, C. K. (2010). The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits. United States of America: Wharton School Publishing.
12. Roy, Rajeev (2009). Entrepreneurship. New Delhi: Oxford University press.
13. Wei-Skillern, J., Austin, J. E., Leonard, H., & Stevenson, H. (2007). Entrepreneurship in the Social Sector. United States of America: SAGE Publications.

****

MBAS 568: INTERNATIONAL TRADE DOCUMENTATION AND MARITIME LAW

Workload	04 hours per week
Examination	3 Hours; 30 marks continuous evaluation and 70 marks final examination
Objectives	1. Be familiar with international trade documentation and maritime law 2. To provide withtrade procedures and documentation formalities pertaining to export and import. 2. Acquire knowledge of Export Incentives. 3. To describe the export order processing and its legal implications 4. Gain knowledge on Maritime Laws of India: Emerging Challenges in international trade. 5. To study different export import strategies. 6. To describe the emerging challenges of maritime laws.
Courseoutcome	After completion of the course the students will be able to: 1. Able to prepare trade procedures and documentation formalities pertaining to export and import. 2. Apply the structured approach to handling trade transactions and incidental paper work. 3. Able to avail the Export Incentives. 4. Able to process export order. 5. Able to frame export import strategy for the firm. 6. Understand the Maritime Laws of India: Emerging Challenges. 7. Able to handle and mange any problems associated with law and enforcement.
Pedagogy	Lectures, assignments, practical exercises, discussions, seminars

Module 1: Introduction to Export and Import & its Institutional Framework: Features & Importance of External Trade. FEMA, role of WTO in cross border transaction. Essentials for Starting Export Business. Export and Import procedure. Export documentation framework in India. India's place in World's Business

Module 2: Export Procedure & Documentation: Important terms used in Export & Import, Requirement and Framework of Documentation (aspects including DGFT requirements),ADS (Aligned documentation system), Principal documents used in Export Procedure, Auxiliary documents used in Export Procedure. Processing an Export Order, Negotiation of Documents, EDI(Electronic data Interchange).

Module 3: Import Procedure & Documentation: Essentials for Starting Import Business, Types of importers, Steps involved in Import Procedure. Registration of Importers. Categories on Importers. Important documents used in Import Procedure. Provisions Regarding Obtaining Import License.

Special Schemes for Imports. Provisions Regarding Imports for Personal Use. Provisions Regarding Imports of Gifts. Import of Passenger Baggage.

Module 4: Export Incentives: Export incentives for Indian exporters, Duty free import authorization scheme, importance of special economic zones (SEZs) in industrial development, Risk management for exporter, various types of risk, Role of ECGC, Export Promotion Councils.

Module 5: Export Order Processing & its Legal Implications: Methods of Payment , Role of bank in an Export- Import Transaction, Financing Exporters & Importers, Instruments of Payments, Pre-shipment finance, Post-shipment finance, INCO Terms , Responsibilities and Liabilities of Shipper, Carrier, Custodian etc. Terms and Conditions of Carriage, Packing, marking, labelling, pre-shipment inspections, Legal & Commercial aspects of UCP600, Overview of Marine Insurance,

Module 6: Export-Import Bank of India: Emergence, Organisation Structure, Objectives and Functions of EXIM Bank. Stages of Export Financing. Financing Programs of EXIM Bank for Domestic Companies, Foreign Companies, Govt.& Financial Institutions and Commercial Banks in India

Module 7: Export- Import Strategies: Export Strategy Formulation , Import Strategy (Sourcing Strategy), International Marketing, Export Marketing- Going Global , Globalization , Forms of International Trade (International consumer behaviour, Selecting Markets for Exporters, Selecting Channels of Distribution, Selecting prospective buyers) , Effects of Internet on Global Marketing.

Module 8: Maritime Laws of India: Emerging Challenges, Maritime Security, Maritime Capacity of India: Strengths and Challenges, Coastal Zone Regulation 2011 and Impact on Maritime Policy of India, Draft Marine Fisheries (Regulation and Management) Bill, 2009, Maritime Piracy Bill 2012. Maritime Terrorism: Codification of National and Counter Terrorism Laws, Transnational Maritime Crimes, Piracy and National Anti-Piracy Regime: Laws and Problems of Enforcement.

Reference Books:

1. Khurana P K, 2007, Export Management, Galgotia Publications, 7th edition.
2. Justin Paul & Rajiv Aserkar, 2013, Exort Import management, Oxford Publication.
3. Rakesh Mohan Joshi,2009, International Business, Oxford Publication.
4. Notes of Amity Distance Education Course for EIDL
5. E. Johnson, Export/Import Procedures And Documentation (Export/Import Procedures & Documentation, 2002)
6. Thomas A. Cook, The Ultimate Guide To Export Management, 2001
7. Michael B. Stroh, A Practical Guide To Transportation And Logistics, 2006
8. Donald F. Wood, Anthony Barone, Paul Murphy, And Daniel L. Wardlow, International Logistics, 2002
9. Usha Kiran Rai,2012,Exort Import & Logistics management, PHI publication.
10. C.Rama Gopal,2011,Export Import Procedures Documentation & Logistics, New Age International Publication
11. Kumar Aseem , Export and Import management, Excel books Latest edition
12. Paul Justin and AserkarRajiv,Export Import Management,Oxford Latest edition
13. C Kapoor Export management Vikas Latest edition
14. Francis Cherunilam International trade and export management Himalaya Latest edition
15. O P Arora Foreign Trade and Foreign Exchange Himalaya Latest Edition
16. Hand book of Export-Import Procedures –Ministry of Commerce, Govt. of India Vol. I & II.
17. Maritime Law of India - Gopalan Nair
18. Maritime Liens. - Dr. Thomas
19. The Outline of Maritime Law, Dr. S P Gupta, Allahabad Law Agency
20. Understanding of the modern maritime law,2019 by M E Aliyar, swamy law house.
21. Maritime Jurisdiction and Admiralty Law in India, SamareshwarMohanthy, Universal Law Publishing.

****

MBAS 569: STRATEGIC LOGISTICS MANAGEMENT

Workload 04 hours per week

Examination 3 Hours; 30 marks continuous evaluation and 70 marks final examination

Objectives

1. Understand the significance of logistics management
2. Understand the structure of logistics management
3. To provide with the strategies of logistics management
4. Understand the significance of IT in logistics management.
5. To study the logistic planning.
6. To study the best logistic for different locations.
7. To describe recent trends in logistic management.

Courseoutcome After completion of the course the students will be able to:

1. Explore the conceptual and theoretical backgrounds of strategic logistic management.
2. Understand the process of strategic planning and execution.
3. Explore the logistics in strategic decisions
4. Interpret the various issues in Logistics integration
5. Evaluate the performance of Logistics.
6. Able to plan for logistic management.
7. Able to choose best logistic for different locations.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars

Module 1: Introduction to Logistics: An introduction to the strategic logistics management: meaning, strategic logistics planning; the importance of strategic logistics planning; the operating plan vs the strategic plan, logistic competitive frame work, logistic strategies across PLC, Logistic strategies – cost leadership, differentiation, value addition, outsourcing, diversification. Significance of logistics in strategic decisions, Logistics as backbone of business propositions.

Module 2: Logistics system design: Logistics reengineering, Logistical environmental assessment, Time based logistics, Anticipatory and Response based strategies, Alternative strategies, Logistical operational arrangements, Time based control techniques; Integration theory – Location structure, Transportation economies, Inventory economies, Formulating logistics strategy.

Module 3: Logistics Strategy and Planning: Strategic Role of logistics, designing Logistic strategy and operation, Logistics planning Triangle, Network appraisal; Guidelines for strategy formulation – total cost concept, Setting customer service level, Setting number of warehouses in logistics system, Setting safety stock levels, Differential distribution, Postponement, Consolidation, Selecting proper channel strategy.

Module 4: Customer service strategy: customer service elements, importance of logistic /supply chain customer service, order processing and information system.

Module 5: Transportation and Location strategy: importance of effective transportation system**,** service choice and its characteristics, inter model service, agencies and small shipments centre, agencies and small shipment centre, transportation cost, international transportation, transportation decisions. Location strategy - single facility location, multi facility, retail / service location, importance of location decisions, choosing geographical region.

Module 6: Inventory and Warehousing strategy: Inventory forecasting, inventory policy decisions, supply scheduling decisions, Warehousing- role and function; types warehouse location decisions and IT in warehousing

Module 7: Implementing the strategy – Relating strategy to lower decisions**,** areas for decisions in implementation, managing change, Business process reengineering. Requirements for Global Strategy – Global Strategy implementation

Module 8: Measuring strategy performance – Performance measurement and reporting, logistic measurement, levels of measurement and reporting structures. Logistic costing

Module 9: Logistics Information System (LIS): Concept of Management Information System: Logistics information needs, designing logistics information system, desired characteristics of LIS.

Module 10: Recent Trends in Logistics: Logistics outsourcing - benefits, Reverse Logistics- scope of reverse Logistics, scope design consideration, reverse Logistics a competitive tool, Green Logistics- introduction, drivers of green Logistics, Green Logistics Management: control and compliances

Reference Books:

1. Vinod.V.Sople, Logistics Management, Pearson Education, 3rd edition 2012.
2. Business Logistics / Supply chain management Ronald H Ballou, Samir K Srivastava
3. Logistic management, an introduction to supply chain management, Donald Waters 2004.
4. Logistic management Ganapathi Nandi, Oxford publication 2015
5. John Mangan, Chandra Lalwani, "Global Logistics and Supply Chain Management", Tim Butcher John Wiley & Sons, 2nd Edition, 2011.
6. Pierre A. David International Logistics: the Management of International Trade Operations 5th Edition 2017.
7. R.H.Ballou, Business Logistics Management, Prentice-Hall, 2004
8. Richard Lloyd Successful Integrated Planning for the Supply Chain: Key Organizational and Human Dynamics Kogan Page; 1 edition March 2018
9. John J. Coyle, Edward J. Bardi and C. John Langley Jr., The Management of Business Logistics - A supply chain Perspective, Thomson Business Information, 10th edition 2016.
10. Sunil Chopra and Peter Meindl, Supply Chain management - Strategy, Planning and Operation, Pearson Education 2018.
11. Bowersox&Closs, Logistical Management, McGraw-Hill Companies, 1996.
12. Strategy, planning and operation, Sunil Chopra and Dharma VirKalra, Pearsons publication second edition
13. Supply Chain Management, JanatShah,Pearsonspublication,second edition

****

MBAS 570: WAREHOUSING, ICD AND PACKAGING

Workload 04 hours per week

Examination 3 Hours; 30 marks continuous evaluation and 70 marks final examination

Objectives

1. Understand the significance of warehousing, ICD and packaging
2. Understand the structure of warehousing, ICD and packaging
3. To provide with the strategies of warehousing, ICD and packaging
4. Understand the significance of IT in warehousing, ICD
5. To describe the significance of material handling in warehousing, ICD and packaging.
6. To study Packaging for transportation and marking.
7. To study Warehouse- Environment, Health and safety Issues.

Courseoutcome After completion of the course the students will be able to:

1. Understand the significance of warehousing management techniques and warehouse activity profiling
2. Examine the role and functions of Inland Container Depot
3. Evaluate the various warehouse performance techniques.
4. Suggest packing design based on its cost and requirements for transportation and marking.
5. Able to manage the issues relates to Warehouse- and Environment,
6. Capable to manage the Health and safety Issues in warehousing, ICD and packaging.
7. Able to manage warehousing information system.

Pedagogy Lectures, assignments, practical exercises, discussions, seminars

Module 1: Introduction – Evolution of the concept of warehousing – importance and benefits of warehousing – legal aspects– warehouse operating principles – developing the warehouse resource – warehousing strategy. Inland Container Depot (ICDs): roles and functions – export clearance at ICDs – clearance procedure for imports – CONCOR – establishment and operation of ICDS under CONCOR – International scenario

Module 2: Warehouse activity profiling: Profiling motivation – customer order profiling – item activity profiling – inventory profile – calendar and clock profile – activity relationship profile – investment profile. Warehouse layout: space requirements – material flow planning – adjacency planning – process location – expansion / contraction planning. Warehouse management systems: paperless and wireless warehouse systems – WMS justification, selection and implementation.

Module 3: Storage and Warehousing Information system. Storage Equipment: storage option - shuttle technology - very high bay warehouse - warehouse handling equipment - vertical and horizontal movement – Automated Storage/ Retrieval System (AS/RS)-specialized equipment- Technical advancements- Resourcing warehouse- warehouse costs- Types of cost - Return on Investment (ROI) - Charging for shared-user warehouse service - Logistics charging methods Warehousing Information System (WIS)- Performance management- outsourcing decisions

Module 4: Material handling: Introduction - managing warehouse resources – material handling – handling equipment– automated material handling – order selection systems – ASRS systems – information directed systems – special handling considerations. Measuring and

benchmarking: Benchmarking warehouse operations – warehouse performance measures – warehouse performance gap analysis – warehouse performance index

Module 5: Packaging and packing: Introduction – labelling function – forms of labels – labels and preferences for colours, numbers and shapes – functions of packaging – packaging design – packaging materials and kinds of packaging – preparing for packaging

Module 6: Packaging for transportation and marking: Introduction – types of packing boxes – containers for transportation of export cargo – procedure for packing goods – cost of packing – marking on the export boxes – types of marking – features of marking

Module 7: Warehouse- Environment, Health and safety Issues: Legislation and other pressures, warehouse energy usage, energy production, the environment and waste, packaging, pallets, stretch wrap, cartons, labelling, product waste, waste disposal, Hazardous waste, forklift trucks. Warehouse health and safety-risk assessment, fire safety, slips and trips, manual handling, working at height, vehicles, ware house equipment legislation, First AID.

Reference Books:

1. Gwynne Richards ,Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse
2. Bill Stewart ,Packaging as an Effective Marketing Tool , Pira International
3. David Mulcahy, Warehouse Distribution and Operations Handbook, McGraw Hill
4. Edward Frazelle, World-Class Warehousing and Material Handling, Mc. Grraw Hill
5. James A. Tompkins, Warehouse Management Handbook,Tompkins Press.
6. Donald J Bowersox, David J Closs, Logistical Management-The Integrated Supply chain process,TATAMc.Grraw Hill Edition
7. S.L.Ganapathi,S.K Nandi, Logistics Management,Oxford University Press.

****