ಮಂಗಳೂರು ವಿಶ್ವವಿದ್ಯಾನಿಲಯ

MANGALORE UNIVERSITY

(Accredited by NAAC)

ಕ್ರಮಾಂಕ/ No. : MU/ACC/CR 19/2023-24/A2

ಕುಲಸಚಿವರ ಕಛೇರಿ
ಮಂಗಳಗಂಗೋತ್ರಿ – 574 199
Office of the Registrar
Mangalagangothri – 574 199
ದಿನಾಂಕ/Date:10.10.2023

NOTIFICATION

Sub: Revised syllabus of MBA Programme
Ref: Academic Council approval vide agenda
No.: ಎಸಿಸಿ: ಶೈ.ಮ.ಸಾ.ಸ.2:19(2023-24) dtd 04.10.2023.

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The revised syllabus of Master in Business Administration [MBA] programme which is approved by the Academic Council at its meeting held on 04.10.2023 is hereby notified for implementation with effect from the academic year 2023-24 and onwards.

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

REGISTRAR

To

1. The Registrar (Evaluation), Mangalore University.
2. The Chairman, PG BOS in Business Administration, Dept. of Business Administration, Mangalore University.
3. The Chairman, Dept. of Business Administration, Mangalore University.
4. The Principals of the College concerned.
5. The Superintendent (ACC), O/o the Registrar, Mangalore University.
5. The Asst. Registrar (ACC), O/o the Registrar, Mangalore University.
6. The Director, DUIMS, Mangalore University – with a request to publish in the Website.
7. Guard File.

MANGALORE UNIVERSITY
DEPRTMENT OF BUSINESS ADMINISTRATION

CHOICE BASED CREDIT SYSTEM-2023-24

M.B.A Course Structure and Syllabi (New)

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 Core Courses**		**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**

MANGALORE UNIVERSITY

DEPT. OF BUSINESS ADMINISTRATION

MASTER OF BUSINESS ADMINISTRATION

STRUCTURE OF THE PROGRAMME

Subject Code	Title of the Course	Instruction hrs/Week Lectures/ Practical's	Duration of Exams (hrs)	Marks			Credits
				IA	Exam	Total	
First Semester: Four Hard Cores and Eight Soft Cores.							
MBAH 101	Modern Organisation and Management	4	3	30	70	100	4
MBAH 102	Business Accounting and Finance	4	3	30	70	100	4
MBAH 103	Organisational Behaviour and Communication	4	3	30	70	100	4
MBAH 104	Information Technology and Business	4	3	30	70	100	4
MBAS 105	Economics for Managers	4	3	30	70	100	4
MBAS 106	Soft Skills	4	3	30	70	100	4
MBAS 107	E- Commerce	4	3	30	70	100	4
MBAS 108	Compliance Management	4	3	30	70	100	4
MBAS 109	Project Management	4	3	30	70	100	4
MBAS 110	Business Analytics	4	3	30	70	100	4
MBAS 111	Bank Management	4	3	30	70	100	4
MBAS 112	Facility Management	4	3	30	70	100	4
Semester Total		**48**	**36**	**360**	**840**	**1200**	**48**

Subject Code	Title of the Course	Instruction hrs/Week Lectures/ Practical's	Duration of Exams (hrs)	Marks			Credits
				IA	Exam	Total	
Second Semester: Four Hard Cores and Eight Soft Cores.							
MBAH 201	Human Resource Management	4	3	30	70	100	4
MBAH 202	Marketing Management	4	3	30	70	100	4
MBAH 203	Indian Business Environment	4	3	30	70	100	4
MBAH 204	Business Research Methods	4	3	30	70	100	4
MBAS 205	Operations Management	4	3	30	70	100	4
MBAS 206	Business Ethics and Social Responsibility	4	3	30	70	100	4
MBAS 207	Supply Chain Management	4	3	30	70	100	4
MBAS 208	Non- Profit Management	4	3	30	70	100	4
MBAS 209	Disaster Management	4	3	30	70	100	4
MBAS 210	Marketing Analytics	4	3	30	70	100	4
MBAS 211	Insurance Management	4	3	30	70	100	4
MBAS 212	Financial Services	4	3	30	70	100	4
Semester Total		**48**	**36**	**360**	**840**	**1200**	**48**

Subject Code	Title of the Course	Instruction hrs/Week Lectures/ Practical's	Duration of Exams (hrs)	Marks			Credits
				IA	Exam	Total	
Third Semester: Three Hard Cores and Eighteen Soft Cores.							
MBAH 301	Entrepreneurship and Start-ups	4	3	30	70	100	4
MBAH 302	Strategic Cost Management	4	3	30	70	100	4
MBAH 303	Operations Research	4	3	30	70	100	4
SOFT CORE GROUP – 1: Financial Management							
MBAS 304	Strategic Financial Management	4	3	30	70	100	4
MBAS 305	Investment Analysis and Portfolio Management	4	3	30	70	100	4
MBAS 306	Tax Planning	4	3	30	70	100	4
SOFT CORE GROUP – 2: Marketing Management							
MBAS 307	Marketing Research and Consumer Behaviour	4	3	30	70	100	4
MBAS 308	Promotions and Distribution Management	4	3	30	70	100	4
MBAS 309	Retail Management	4	3	30	70	100	4
SOFT CORE GROUP – 3: Human Resource Management							
MBAS 310	Learning and Development	4	3	30	70	100	4
MBAS 311	Employees Relations Management	4	3	30	70	100	4
MBAS 312	Stress Management	4	3	30	70	100	4
SOFT CORE GROUP – 4: Banking and Insurance							
MBAS 313	Principles and Practice of Banking and Insurance	4	3	30	70	100	4
MBAS 314	Banking and Insurance Products	4	3	30	70	100	4
MBAS 315	International Banking	4	3	30	70	100	4
SOFT CORE GROUP – 5: Hospital Administration							
MBAS 316	Hospital Services Management	4	3	30	70	100	4
MBAS 317	Hospital Planning and Administration	4	3	30	70	100	4
MBAS 318	Health Economics and Insurance	4	3	30	70	100	4

SOFT CORE GROUP – 6: Logistics Management							
MBAS 319	Fundamentals of Logistics Management	4	3	30	70	100	4
MBAS 320	Cargo And Freight Management	4	3	30	70	100	4
MBAS 321	Transportation Management	4	3	30	70	100	4
Semester Total		**84**	**63**	**630**	**1470**	**2100**	**84**

Subject Code	Title of the Course	Instruction hrs/Week Lectures/ Practical's	Duration of Exams (hrs)	Marks			Credits
				IA	Exam	Total	
Fourth Semester: Three Hard Cores and Eighteen Soft Cores.							
MBAH 401	International Business Environment	4	3	30	70	100	4
MBAH 402	Project Report***	1*	-	-	70	70	3
MBAH 403	Viva-voce	-	-		30	30	1
SOFT CORE GROUP – 1: Financial Management							
MBAS 404	Behavioural Finance	4	3	30	70	100	4
MBAS 405	International Financial Management	4	3	30	70	100	4
MBAS 406	Corporate Restructuring	4	3	30	70	100	4
SOFT CORE GROUP – 2: Marketing Management							
MBAS 407	International Marketing Management	4	3	30	70	100	4
MBAS 408	Services Marketing	4	3	30	70	100	4
MBAS 409	Rural Marketing	4	3	30	70	100	4
SOFT CORE GROUP – 3: Human Resource Management							
MBAS 410	Global Human Resources Management	4	3	30	70	100	4
MBAS 411	Compensation Management	4	3	30	70	100	4
MBAS 412	Performance Management	4	3	30	70	100	4
SOFT CORE GROUP – 4: Banking and Insurance							
MBAS 413	Legal Aspects of Banking and Insurance	4	3	30	70	100	4
MBAS 414	Treasury and Risk Management	4	3	30	70	100	4
MBAS 415	Rural Banking	4	3	30	70	100	4
SOFT CORE GROUP – 5: Hospital Administration							
MBAS 416	Quality Management in Healthcare Organisation	4	3	30	70	100	4
MBAS 417	Legal Issues in Healthcare and Business Ethics	4	3	30	70	100	4
MBAS 418	Health Information System	4	3	30	70	100	4

SOFT CORE GROUP – 6: Logistics Management							
MBAS 419	International Trade Documentation and Maritime Law	4	3	30	70	100	4
MBAS 420	Strategic Logistics Management	4	3	30	70	100	4
MBAS 421	Warehousing, Icd and Packaging	4	3	30	70	100	4
Semester Total		**77**	**57**	**570**	**1430**	**2000**	**80**

* 1 hour per student per week

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.
3) Each Panel of Examiners consist of 01 Chairperson (to be nominated by BOE Chairman from the approved panel examiners) and 03 more Examiners including at least 01 external examiner.
4) Each panel can conduct project viva of maximum 40 students per day.

Study Tour: All students are required to attend one industrial/ study tour to be organised by the institution/department and prepare a report. Report shall be submitted to the institution/department.

Internship:

Internship is an integral part of the MBA academic curriculum and its satisfactory completion is a mandatory requirement for the award of the degree. Under the program, the students are required to undertake an internship assignment within assigned companies for hands-on corporate experience and for integrating the knowledge and skills. SIP also offers students the opportunity to gain exposure to industry projects; interactions with professionals and other summer interns; and improving their presentation, writing, and communication skills.

Internship Objectives is designed for students to:

1. Transfer their analytical, integrative, team skills honed in the classroom to the workplace.
2. Understand the complexities of the corporate world first hand.
3. Focus on a narrow problem within a selected topic/field – typically a micro theme – to facilitate an in-depth study using quantitative/qualitative measurement tools to organize and analyze data, intensively focusing on the area to arrive at reasoned conclusions about the issue or problem.
4. Identify opportunities for networking with people in industry/ corporate / organizations.
5. Aim for pre-placement offers where feasible/appropriate.

DURATION: Internship is scheduled during the summer between the first and the second year. It generally spans for six weeks. The duration may be extended beyond six weeks, but in no case should exceed eight weeks.

After completion a) The student intern shall submit the SIP Report (including completion certificate from external guide) to the Faculty Mentor within one week of commencement of the ensuing semester. b) The student must make a detailed presentation before the faculty committee on SIP at the beginning of next semester.

Examination Result

i. A Candidate shall be considered to have passed a semester if he/she obtains not less than 35% marks in each paper and 40% marks in the aggregate of both internal assessment and semester end examination marks put together and 50% in the aggregate of all the papers in each semester. However, if a candidate has to get exemption in any paper, he/she has to obtain at least 50% marks in written examination and internal assessment put together in that paper.
ii. There shall be no minimum in respect of internal assessment.
iii. A candidate who fails in any of papers / Project report / Viva-voce shall reappear in that paper/ papers/ project report /viva-voce and pass the examination subsequently.

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.
MBAH402. MBAS 410, MBAH 454, MBAS 460, MBAS 462, MBAH 502, MBAH 503, MBAS 504, MBAS 505, MBAS 506, MBAS 554, MBAS 555.

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I SEMESTER

Name of the Program: Master of Business Administration (MBA)

MBAH 101: MODERN ORGANISATION AND MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies, etc.

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

1. To analyze the approaches to management and their applicability in modern management
2. To plan effectively in the dynamic organizational environment.
3. To analyse different organizational structures.
4. To examine the barriers to individual and common styles of decision-making.
5. To explain the core strategic management concepts and their relevance in developing customer-driven strategy.
6. To explain strategy formation, tools and techniques of strategic analysis and their application on execution.

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

1. Explain management concepts and their application to the modern world.
2. List the types of plans and applications of planning tools in the dynamic business world.
3. Apply contemporary organization designs matching the present changes.
4. Recommend relevant decision-making approaches to solve real-world business problems.
5. Analyse the market, forecast the future and devise winning business strategies.
6. Apply the concepts, tools and techniques in strategy formulation and implementation in a dynamic business landscape.

Syllabus	Hours
Module No. 1: Introduction to Basic Concepts	
Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management Early Management, Classical Approach, Behavioural 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 No. 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 No. 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 No. 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 indecision Making – Implementation of decision.	
Module No 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 No 6: Strategic Management	
Dimensions, benefits and risks, the strategic management process. Establishment of Strategic Intent: Business vision and mission, importance, characteristics and Components, Environment Analysis – External and Internal – PESTEL, The Porter's Five Force Model, SWOT Analysis, Value chain analysis.	
Module No 7: Levels of Strategy	
Corporate Level Strategies: Corporate strategies, concentration strategies, Integration Strategies, Diversification Strategies, Internationalization strategies, Retrenchment strategies, Corporate Restructuring. Business Level Strategies: Business Level Strategy, Generic Business Strategies, Tactics for Business Strategies.	
Module No 8: Strategy Implementation, Evaluation and Control	
Project implementation, procedural implementation, resource allocation, Structural implementation, behavioural implementation and functional implementation. Strategic Control, Operational Control, Techniques of Strategic Evaluation and Control.	

Books for Reference:

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

Name of the Program: Master of Business Administration (MBA)

MBAH 102: BUSINESS ACCOUNTING AND FINANCE

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies ,etc.

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

1. Explain basic accounting principles, Financial Statements features, and basic accounting terminology.
2. Explain and use the accounting equation and explain 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: On successful completion of the course, the students will be able to

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.

Syllabus	Hours
Module No. 1: Accounting Concepts, Principles, Bases and Policies	
Introduction to Financial, Cost and Management Accounting - Generally Accepted Accounting Principles, Accounting Conventions and Concepts-Balance Sheet and Profit & Loss Account and related concepts. Accounting Standards- Scope and functions of Accounting Standards Board, International Financial Reporting System.	
Module No. 2: Accounting Mechanism	
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, Preparing Trial Balance Adjustment Entries, Preparation of Final Accounts of Sole Traders.	
Module No.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 Statement of Profit and Loss and Balance Sheet as Per Companies Act.	
Module No. 4: Depreciation	
Concept of Depreciation: Meaning, Causes, Accounting implications of Depreciation; Methods of charging depreciation: Straight Lie Method, Written Down Value Method, Change in the method of Depreciation.	

Module No. 5: Financial Statement Analysis	
Objectives and limitations of Financial Statements, Meaning and significance of Financial Statement Analysis, Techniques (Tools or Methods) of FSA: Comparative Financial Statements, Common-size Statements, Trend Analysis (**theory only**), Ratio Analysis, Funds Flow Analysis and Cash Flow Analysis (**theory and problems**), Inter-firm and Inter-period comparison using ratio analysis.	
Module No. 6: Business Finance	
Introduction to Business Finance, Meaning and Definition of Financial Management, Objectives of Financial Management, Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision, Liquidity Decision), Finance and its relation with other disciplines, Functions of Finance Manager.	
Module No. 7: Working Capital Management	
Meaning of Working Capital, its components and types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method and Cash Cost Method)	
Module No. 8: Capital Structure and Capital Budgeting:	
Meaning and Factors affecting Capital Structure, Sources of finance. Concept and measurement of Cost of Capital (Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types; Significance of Capital Budgeting, concept of Time Value of Money, Capital Budgeting Appraisal Techniques (**theory only**)	

Books for Reference:

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 and Jain, 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. Shriprakash Soni
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

Name of the Program: Master of Business Administration (MBA)

MBAH 103: ORGANISATION BEHAVIOUR AND COMMUNICATIONS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies, etc.

Examination: 30 marks continuous evaluation and 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: On successful completion of the course, the students will be able to

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.

Syllabus	Hours
Module No.1: Fundamentals of Organisation Behaviour	
Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Major disciplines & their contributions to OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB.	
Module No. 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 No.3: **Perception and Motivation**	
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 No. 4: Group and Team Dynamics	

The Meaning of Group & Group behaviour& 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 - Traits and Types, Theories of Leadership – Trait and Behavioral Theories-Leadership Styles.	
Module No. 5: Conflict Management	
Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Johari Window, Conflict Management Styles, Organizational Culture: Meaning and Nature of Organization Culture –Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity, Gender Diversity and inclusion.	
Module No. 6: Stress at Workplace	
Work Stressors –Prevention and Management of stress – Balancing work and Life, importance of vacations/ sabbaticals, work place spirituality, mental health and hygiene, counseling and therapy. Stressors-Sources of Stress, A Model of Occupational Stress, Stress V/s. Burnout, A Model of Burnout, Time Management Matrix. Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that act 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 No.7: Communication Basics	
Introduction to Communication, Meaning and Process, Objectives – Channels of Communication – Models of Communication – Group Communication- Barriers to effective Communication.	
Module No. 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.	

Books for Reference:

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 Mc. Graw Hill -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 Sillers Md, Speech and Content and Communication, Thomas Crowell Company, 1985
13. Rayudu, Business Communication, Himalaya Publishers, 2001.
14. Aruna, Business Communication. TMH

Name of the Program: Master of Business Administration (MBA)

MBAH 104: INFORMATION TECHNOLOGY IN BUSINESS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Practical, Case studies, etc.

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

1. To identify the application of Information Technology in business and industry.
2. To explain the utility of e-commerce and m-commerce in business, along with their legal and ethical issues.
3. To differentiate between traditional file systems and database management systems.
4. To outline the role of hardware and operating software in modern business
5. To identify various Microsoft Office software tools that can be adopted in an organization.
6. To identify the different types of Information Systems.

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

1. Apply Information Technology in various functional areas of business.
2. Appraise an appropriate infrastructure to support e-commerce and m-commerce within the legal and ethical framework.
3. Develop an effective database management system for an organization.
4. Effectively adopt an operating system in the organization
5. Effectively apply MS Word, MS Excel and MS PowerPoint in academic and non- academic work.
6. Design and implement Information Systems.

Syllabus	Hours
Module No.1: Information Technology	
Information Technology: Application of information technology, uses of information technology, impact of information technology on business.	
Module No. 2: Information System Resources	
Information System Resources-Computer basics (H/w & S/w), DBMS, Communication Systems, Internet and office automation.	
Module No.3: **Information System Management**	
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.	
Module No. 4: Application of MIS	
Use of MIS at various levels of Management. A framework for information systems for each level of Management and Operations. Types of Information systems – Operating Support Systems, Management support systems, Expert Systems.	
Module 5: E-Commerce	
Electronic commerce. Infrastructure for e-commerce, communication networks for e-commerce, payment systems in e-commerce, the impact of E-commerce on Business. E-commerce in Indian Business Context, Business Models for e-commerce. Electronic Commerce - types - advantages and disadvantages. Electronic data interchange - How EDI works - EDI benefits and limitations. Information Systems for Mobile Commerce, Legal and Ethical Issues in E-commerce and M-commerce.	

Module 6: Micro Soft Word	
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 documents - creating mailing lists- mail and merge.	
Module 7: Micro Soft Excel	
Concept of Spread-sheet and MS Excel - starting MS Excel - MS Excel Environment - working with Excel – workbook. Preparation of charts and graphs with excel -working with workbook. Working with functions – Summary statistics, correlations, regression. Sort and filter commands	
Module 8: MS Power Point	
Making presentations 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.	

Books for Reference:

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 J Springer
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, Using Information Technology, 2009.
7. Norton. P., Introduction to computers, 7Ed, TMH, 2010.
8. Curin,D.P.,Foley,K.Sen,andC.S.Morin,IntroductiontoInformationTechnology– Breaking Wave, 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 Mc. Graw 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.

Name of the Program: Master of Business Administration (MBA)

MBAS 105: ECONOMICS FOR MANAGERS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies, etc.

Examination: 30 marks continuous evaluation and 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: On successful completion of the course, the students will be able to

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.

Syllabus	Hours
Module No.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 No. 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 V/s a change in quantity supplied- Market equilibrium. (*Case studies involving numerical problems are to be solved*)	
Module No.3: Demand Forecasting	
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 No. 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.	
Module No 5: Market structure and Price determination	
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.	
Module No 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 No 7: Business Cycle	
Introduction, type of business cycle, phases of business cycle, theories of business cycle. Policies and measures to control business cycles.	
Module No 8: Monetary and Fiscal Policy	
National Income: concepts of national income approaches to measure, GDP and Real GDP, limitations of national income measurements. Monetary and Fiscal Policy: objectives of monetary and fiscal policy, an overview of various instruments of Monetary and Fiscal Policy.	

Books for Reference:

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

Name of the Program: Master of Business Administration (MBA)

MBAS 106: SOFT SKILLS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies, etc.

Examination: 30 marks continuous evaluation and 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.
3. To expose the students to some of the managerial contact methods which are 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: On successful completion of the course, the students will be able to,

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.

Syllabus	Hours
Module No.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 No. 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 audio-visual 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 No.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 No. 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 No 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 No 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 No 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 No 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, Cell phone Etiquette, Voice Mail Etiquette, Internet & email etiquette, Internet usage in the workplace, Email, Netiquette, Online chat, Online chat etiquette, Online chat etiquette guidelines.

Books for Reference:

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 Kakkar Mehra.
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. Dictionary of Common Errors, Turton, N. Dand Heaton, J.B, Addision Wesley Longman Ltd.

Name of the Program: Master of Business Administration (MBA)

MBAS 107: E- COMMERCE

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies, etc.

Examination: 30 marks continuous evaluation and 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: On successful completion of the course, the students will be able to,

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.

Syllabus	Hours
Module No.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 No. 2: E-commerce Infrastructure	
Introduction, E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website.	
Module No.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 No. 4: E-Commerce Process	
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 No 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 No 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 No 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 No 8: Challenges and Opportunities	
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	

Books for Reference:

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. Devid Whiteley, 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, 600017.
6. Piyush Sukhija, E- commerce: Opportunities and Challenges, Global India Publications Pvt. Ltd. New Delhi.

Name of the Program: Master of Business Administration (MBA)

MBAS 108: COMPLIANCE MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

1. To analyze the approaches to management and their applicability in modern management
2. To plan effectively in the dynamic organizational environment.
3. To analyse different organizational structures.
4. To examine the barriers to individual and common styles of decision-making.
5. To explain the core strategic management concepts and their relevance in developing customer-driven strategy.
6. To explain strategy formation, tools and techniques of strategic analysis and their application on execution.

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

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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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.	

Books for Reference:

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

Name of the Program: Master of Business Administration (MBA)

MBAS 109: PROJECT MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

Pedagogy: Classroom Lectures, Tutorials, Group discussions, Seminars, Case studies

Examination: 30 marks continuous evaluation and 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 works in project planning.
6. To Analyze the resource requirements for projects.
7. To know the steps for closing the Project and Project termination.

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

1. Understand the need for project management.
2. Gain knowledge about business related projects.
3. Understand how to prepare project proposals.
4. Analyse 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.

Syllabus	Hours
Module No.1: Introduction to 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 No. 2: Project Identification and Selection	
Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project break-even point.	
Module No.3: **Project Planning**	
Introduction, Project Planning, Need of Project Planning, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS).	
Module No. 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 No 5: Resources Considerations	
Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts.	
Module No 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. Project Close-out: Termination and Follow-up: project completion and handover, Project Close-out, Steps for Closing the Project, Project Termination, and Project Follow-up.	
Books for Reference: 1. Harvey Maylor, Project Management, 3rd Ed., Person, Education, Delhi. 2. Narendra Singh, Project Management and Control, HPH. 3. Kalpesh Ashar, 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.	

Name of the Program: Master of Business Administration (MBA)

MBAS 110: BUSINESS ANALYTICS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

Pedagogy: Classroom Lectures, Tutorials, Group Discussions, Seminars, Practical, Case studies

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

1. To determine which datasets are useful and how they can be leveraged o solve problems and increase efficiency, productivity, and revenue.
2. To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.
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 business problems.
5. Understand and critically apply the concepts and methods of business analytics.
6. Identify, model and solve decision problems in different settings.
7. Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity.

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

1. Enable all participants to recognize, understand and apply the models of business analytics.
2. Foster the ability to Analyze, synthesize and solve complex unstructured business problems.
3. Encourage an aptitude for business improvement, innovation and entrepreneurial action.
4. Encourage the sharing of experiences to enhance the benefits of Collaborative learning
5. Instill a sense of ethical decision-making and a commitment to the long- run welfare of both organizations and the communities.
6. Allow businesses to plan for the future in ways profits and improve efficiency with predictive analytics.
7. Allow businesses to plan for the future in ways that were previously impossible with predictive analytics,

Syllabus	Hours
Module No.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 No. 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 No.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 No. 4: Linear Regression	
The Simple Linear Regression Model, Regression Model and Regression Equation, Estimated Regression Equation, Least Squares Method, Least Squares, 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 No 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 Causal Forecasting Method, Combining Causal Variables with Trend and Seasonality Effects	
Module No 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	
Module No 7: Cluster Analysis:	
Introduction – Visualization techniques – Principal components –Multidimensional scaling – Hierarchical clustering – Optimization techniques Factor Analysis: Introduction – Exploratory factor analysis – Confirmatory factor analysis; Discriminant Analysis.	
Module No 8: 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.	

Books for Reference:

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. Seema Acharya R N Prasad, Fundamentals of Business Analytics, 2ed, Wiley, Sold by Amazon Asia-Pacific Holdings Private Limited.
3. Purba Halady Rao, Business Analytics: An Application Focus, PHI,
4. James Evans, Business Analytics, 2nd Global Edition ISBN-13: 978-12920954, Pearson.
5. Jeffrey D. Camm | James J Cochran | Michael J. Fry | Jeffrey W. Ohlmann, Essentials of Business Analytics, 2nd Ed, (2017), Cengage India Private Limited.
6. Joseph F. Hair Jr., William C. Black, Barry J. Babin, Rolph E. Anderson, Multivariate Data Analysis, 8th edition (2018), Publisher – Cengage India Private Limited
7. Sandhya Kuruganti and Hindol Basu, Business Analytics: Applications to Consumer Marketing (2015), Mc.Graw Hill,

Name of the Program: Master of Business Administration (MBA)

MBAS 111: BANK MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes: 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

Syllabus	Hours
Module No.1: Introduction to Banking	
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 No. 2: Evolution of Banking	
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 No.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 No. 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 No 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: Digital Banking	
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 Bima Yojna, Kisan Credit Card Scheme, Small Farmers Development Agencies. Anciliary Services of the Bank.	

Books for Reference:

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.

Name of the Program: Master of Business Administration (MBA)

MBAS 112: FACILITY MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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

Syllabus	Hours
Module No.1: Introduction	
Nature, Types, benefits and challenges. Hard and Soft services, Budgeting , Vendor management, Legal Compliances	
Module No. 2: Property Management	
Project Management, Lease Administration, Design and Architecture, Work order Management, Construction, Space management, HVAC.	
Module No.3: **Facility Emergency Preparedness**	
Planning, Definitions, Threat Assessment and Safety, Risk Management, Emergency Preparation and Training, Emergency Response and Recovery	
Module No. 4: Facility Security Management	
Facility Security Goals and Responsibilities, Planning and implementation, Security Technologies, Impact of Privacy, Data Security.	
Module No 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 No 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 No 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 No 8: Soft services	
Fleet management and Parking, Travel Management, Housekeeping, Cafeteria Services, Horticulture and Landscaping, Concierge, Relocation services.	

Books for Reference:

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 Springe President Hero, Inc.
5. McGraw-Hill Managing facilities, Christine Jones and Valerie Jowett Butterworth-Heinemann
6. Websites: www.wikipedia.org

II SEMESTER

Name of the Program: Master of Business Administration (MBA)

MBAH 201: HUMAN RESOURCE MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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 organization.
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.

Syllabus	Hours
Module No.1: Human Resource Management	
Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance 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 No. 2: HR Acquisition & Retention	
Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description V/s job specification, Job design, Factors affecting Job design, Job enrichment V/s 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 No.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 V/s Performance Management, Potential Management.	

Module No. 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 No 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 No 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 No 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.	

Books for Reference:

1. Total Facilities Management, Brian Atkin Ph.D., M.Phil, BSc, FRICS, FCIOB Adrian Brooks B.Sc (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 Hand book , Timothy Springer President Hero, Inc.
5. McGraw-Hill Managing facilities, Christine Jones and Valerie Jowett Butterworth-Heinemann
6. Websites: www.wikipedia.org

Name of the Program: Master of Business Administration (MBA)

MBAH 202: MARKETING MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 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 No 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 No 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 No 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 Word Press Website. Facebook Marketing Fundamentals, Google Ad Words, YouTube Marketing, Email Marketing - Content Writing.	

Books for Reference:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson Publication.
2. Marketing Management, Rajan Saxena, 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, Prafulla Agnihotri, Ehasan Haque, Pearson
8. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
9. Marketing Management, Ramaswamy & Namakumari, Macmillan.

Name of the Program: Master of Business Administration (MBA)

MBAH 203: INDIAN BUSINESS ENVIRONMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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.

Syllabus	Hours
Module No.1: Introduction	
Concept of Business Environment-Definition-Characteristics-Environmental factors affecting decision making of the business Firm-Environmental Scanning: importance, process of scanning.	
Module No. 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. Technological status of India.	
Module No.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 No. 4: Perspective of Indian Economy	
Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, 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 No 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 No 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 No 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 No 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.	
Books for Reference: 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, New Delhi
4. Business Environment, Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi.
6. Francis Cherunillam, Business Environment, Himalaya Publishers.
7. K. Aswathappa, Essentials of Business Environment, Himalaya Publishers.
8. P.K. Dhar, Indian Economy Growing Dimensions, Kalyani Publishers
9. Economic Environment of Business, Adhikary, Sultan Chand and Sons
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

Name of the Program: Master of Business Administration (MBA)

MBAH 204: BUSINESS RESEARCH METHODS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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.

Syllabus	Hours
Module No.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.	
Module No. 2: Data	
Sources of data, methods, of collection; observation interviewing, mailing; tools for collection data; interview schedule, interview guide, questionnaire, rating scale, sociometry, 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.	
Module No.3: **Sampling**	
Sampling concepts, Sample v/s Census, Sampling and Non-sampling error, Types of probability and non-probability sampling; Determination of sample size.	
Module No. 4: 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	
Module No 5: 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.	
Module No 6: 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.	
Module No 7: Analysis of Variance (ANOVA)	
Introduction, One-way &Two-way ANOVA.	
Module No 8: Qualitative Research	
Nature, relevance, need, characteristics, and limitations of qualitative research; Interrelationship of qualitative and quantitative research, linking qualitative and quantitative research in one design; Combining qualitative and quantitative data; Combining qualitative and quantitative methods; Linking qualitative and quantitative results; Triangulation	
Module No 9: 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.	
Module No 10: Report Writing	
Significance, and types of research reports; Report generation, steps in report writing, and reference citation including APA format; Title page, Abstract ,Introduction, Methodology, Results, Discussion, References, and Appendices.	

Books for Reference:

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, Vishwa Prakashan.
7. Research Methods – M M Munshi & 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 &Neena Sondhi – 2ndEdition, Vikas Publications.
12. Business Research Methods – A South-Asian Perspective – William G Zikmund, Barry J Babin, Jon C Carr, Atanu Adhikari& Mitch Griffin – Cengage

Name of the Program: Master of Business Administration (MBA)

MBAS 205: OPERATIONS MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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, and World Class Fabrication Principles.

Syllabus	Hours
Module No.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 No. 2: Value Analysis and Value Engineering	
Concept of Cost, Price and Value, Role in Productivity, Procedure – Application and productivity benefit model.	
Module No.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 No. 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–Types of Elements–Performance Rating–Allowances–Need for Allowances–Types of Allowances.	
Module No 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 No 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 No 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 No 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 No 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 No 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.	

Books for Reference:

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 – George Kanawaty, 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-Addison Wesley
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

Name of the Program: Master of Business Administration (MBA)

MBAS 206: BUSINESS ETHICS AND SOCIAL RESPONSIBILITY

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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 behaviour.
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

Syllabus	Hours
Module No.1: Foundations of Ethics	
Definition of Ethics, Branches of Ethics, Distinction between Morality and Ethics, Moral and Meta-Moral (Non-Moral) Standards Moral development and Moral reasoning, Moral responsibility, Critical Principles of Ethics - Ego-based Principle, Rule-based Principle ,End-based Principle, Care-based Principle	
Module No. 2: Business ethics an overview	
Meaning of business ethics, Relation between ethics and business, Nature and scope of business ethics, Need, purpose and importance of business ethics, Approaches of business ethics, Sources of ethical knowledge for business ethics, , arguments for and against business-ethics, Historical evolution of business ethics ,Development of business ethics in different countries, myths about business ethics, Ethical/normative theories in relation to business-Utilitarianism theory; the theory of rights and duties; the theory of justice and the ethics of care ,Advantages and disadvantages of these theories.	
Module No.3: **Ethics in functional areas of business**	
Ethical decision making in business, Ethical Issues in Marketing and Advertisement, Ethical Issues in Finance and Accounting Ethical Issues in Human Resource Management (HRM), Ethical Issues in Production and Operations Management (POM),Ethical Issues in Information Technology (IT), Copyrights and Patents, Environmental Ethics, Government regulations: Role of government, corporate democracy. Government and corporate codes, Case Studies	
Module No. 4: Ethical Dilemmas, Sources and Resolutions	

What is an ethical dilemma? How ethical dilemmas in business affect the stakeholders? Corporate dilemma over ethical behaviour, Sources of ethical problems, Code of personal ethics for employees, creating an ethical working environment, how does a company establish ethical standards? Walton's six models of business conduct, Resolving an ethical problem and ethical dilemmas, case studies.	
Module No 5: Indian ethos – an overview	
Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices.	
Module No 6: 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 No 7: 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's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management	
Module No 8: Indian heritage and CSR	
Introduction, types and nature of social responsibilities, CSR principles and strategies, models of corporate social responsibility, best practices of CSR, arguments against CSR, arguments in favour of CSR, CSR programmes of some Indian companies, Corporate methods and means of checking corruption, whistle blowing, fivefold debts (pancharina) v/s corporate social responsibility.	

Books for Reference:

1. Devdutt Pattanaik (2015), Business Sutra: A Very Indian Approach to Management
2. R Nandagopal, Ajith Sankar R N: Indian Ethics and Values in Management, Tata Mc Graw Hill, 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 Management. Deep and Deep Publications, New Delhi.
13. Adair, J. Management and Morality: The Problems and Opportunities of Social Capitalism. Famborough: Gower.
14. B.N. Ghosh, Business Ethics and Corporate Governance, TMH, 2012
15. A. C. Fernando, Business Ethics: an Indian Perspective,2nd edition, Pearson

Name of the Program: Master of Business Administration (MBA)

MBAS 207: SUPPLY CHAIN MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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.

Syllabus	Hours
Module No.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 No. 2: Conceptual Clarity	
CRM Vs SCM, Outsourcing –basic concepts, value addition in SCM – concept of demand chain-management.	
Module No.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 No. 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 No 5: Supply Chain Benchmarking- Introduction	
Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure.	
Module No 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 No 7: IT in Supply Chain Management	
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 No 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.	
Books for Reference: 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. Bidur Dhaul, Enver Yucesan – Supply Chain Management - Vikas Publishing House, New Delhi. 6. K. Shridhara Bhat – Supply Chain Management, HPH	

Name of the Program: Master of Business Administration (MBA)

MBAS 208: NON - PROFIT MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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.

Syllabus	Hours
Module No.1: Introduction	
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 No. 2: Accounting & Finance	
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 No.3: **Human Resource Management**	
Human Resource Management – Volunteers & Staff, Critical issues of compensation, quality and retention, Training and development, Incentives and Motivation	
Module No. 4: Governance and Professionalism	
Governance and Professionalism – Governance process and Board role; Credibility and legitimacy issues; Professionalism, Productivity and measurement of quality	
Module No 5: Marketing for Non-profits	
Marketing for Non-profits, scope for marketing, marketing mix, market segmentation, advertisement and publicity for non-profit organisations	

Module No 6: Legal Requirements	
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 No 7: Recent Trends	
Trends in non-profits in India, government's policy on non-profits, international supports for non-profit organisations.	
Books for Reference: 1. NGO Management, Michael Edwards & Allan Fowler (Eds), Earth scan. 2. Global Civil Society: Dimensions of the Non-Profit Sector, Lester Solamon & Helmut Anheier, John Hopkins Centre for Civil Society, Baltimore. 3. Helmut Anheier, The Non-profit Sector, Rout ledge 4. The Third Sector, Jacques & Jose L. Monzon Campos (Eds), De Boeck	

Name of the Program: Master of Business Administration (MBA)

MBAS 209: DISASTER MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 6: Disaster Mitigation	
Disaster Mitigation: meaning and concept · Disaster Mitigation Strategies ·Emerging Trends in Disaster Mitigation · Mitigation management · Role of Team and Coordination.	
Module No 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.	

Books for Reference:

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. Bryant Edwards (2005): Natural Hazards, Cambridge University Press, U.K.
7. Roy, P.S. (2000): Space Technology for Disaster management: A Remote Sensing & GIS Perspective, Indian Institute of Remote Sensing (NRSA) Dehradun.
8. Sharma, R.K. & Sharma, G. (2005) (ed) Natural Disaster, APH Publishing Corporation, New Delhi.
9. 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.

Name of the Program: Master of Business Administration (MBA)

MBAS 210: MARKETING ANALYTICS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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.

Syllabus	Hours
Module No.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 No. 2: Pricing	
Estimating Demand Curves and Using Solver to Optimize Price, Price Bundling, Nonlinear Pricing. Price Skimming and Sales, Revenue Management.	
Module No.3: Forecasting	
Simple Linear Regression and Correlation, Using Multiple Regression to Forecast Sales, Forecasting in the Presence of Special Events, Modelling Trend and Seasonality, Ratio to Moving Average Forecasting Method, Winter's Method, Using Neural Networks to Forecast Sales.	
Module No. 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 No 5: Market Segmentation	
Cluster Analysis, Collaborative Filtering, Using Classification Trees for Segmentation	

Module No 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 No 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 No 8: Advertising	
Measuring the Effectiveness of Advertising, Media Selection Models, Pay per Click (PPC), Online Advertising	
Module No 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 No 10:	
Internet and Social Marketing- Networks, The Mathematics Behind *The Tipping Point,* Viral Marketing, Text Mining	

Books for Reference:

1. Mike Grigsby, Marketing Analytics: A Practical Guide to Real Marketing Science, 2nd Ed, Kogan Page Limited, 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 Private Limited.
3. Wayne L Winston, Marketing Analytics- Data-Driven Techniques with Microsoft Excel, Wiley. (2014), Amazon Asia-Pacific Holdings Private Limited.
4. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics, 1st Ed, Kindle Books. 2013.
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-Pacific Holdings Private Limited.
6. Rajkumar Venkatesan, Paul W. Farris and Ronald T. Wilcox (2014), Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Pearson FT Press.
7. Sandhya Kuruganti and Hindol Basu, Business Analytics: Applications To Consumer Marketing (2015), McGraw Hill,

Name of the Program: Master of Business Administration (MBA)

MBAS 211: Insurance Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes:

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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 4: Health Insurance	
Individual Medical Expense Insurance - Long Term Care coverage - Disability Income Insurance - Mediclaim Policy - Group Mediclaim Policy - Personal Accident Policy - Child Welfare Policy. Health Insurance Products and Disability Income Insurance Critical Issues -	

Functional aspects - Indian Scenario-Future Prospects.	
Module No 5: Rural Insurance and Social Insurance	
Various Rural Insurance Policies- Project Insurance-Social Insurance-Old Age, Survivors and Disability Insurance-Types of Benefits	
Module No 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 No 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 No 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 No 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.	

Books for Reference:

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.

Name of the Program: Master of Business Administration (MBA)

MBAS 212: FINANCIAL SERVICES

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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.

Syllabus	Hours
Module No.1: Financial System	
Functions of a financial system, components of financial systems, Structure of a financial system. Growth of Financial System in India	
Module No. 2: Central and Commercial Banking	
Definitions- functions -nationalization of banks -RBI functions and working. 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 No.3: Financial Markets	
Financial Markets -capital markets -primary markets -methods of raising funds from primary market -public issue - SEBI guidelines for primary issue and relevant company law provisions to primary issue. Secondary market operations -internet trading (introduction to the concept). Global markets -issue of American depository receipts and Global depository receipts guidelines on their issue -emerging trends.	
Module No. 4: Merchant Banking	
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 No 5: Financial services	

Underwriting -stock broking depositories. Consumer finance -car financing -financing of consumer durables and other services provided by financial service companies.	
Module No 6: 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 No 7: 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	
Module No 8: Leasing	
Concept and classification of leasing - present legislative frame work of leasing – lease evaluation (lessors & lessee's point of view) - tax aspects of leasing. Hire Purchase: Introduction -Concepts and characteristics - legal aspects and tax implications-financial evaluation	

Books for Reference:

1. L.M.Bhole-Financial Institutions and Market-Tata Mc Graw-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 -Financial 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

Name of the Program: Master of Business Administration (MBA)
MBAH 301: ENTREPRENEURSHIP AND START-UPS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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 the Challenges of Woman Entrepreneurs
6. Able to evaluate the established business to acquire it.
7. Able to manage small business.

Syllabus	Hours
Module No.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 No. 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 No.3: **Feasibility Planning**	
Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan.	
Module No. 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 No 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 No 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.	
Module No 7: 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 No 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 No 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.	

Books for Reference:

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 – Harvard Business School 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. Madhurima Lall Shikha Sahai - Entrepreneurship - Excel Books.
10. S.S .Khanka - Entrepreneurship Development - S. Chand and Company Ltd
11. Marc J. Dollinger -Entrepreneurship Strategies and Resources - Pearson Education.

Name of the Program: Master of Business Administration (MBA)

MBAH 302: STRATEGIC COST MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

1. To understand the importance of Strategic Cost Management in managerial decision making.
2. To identify the limitations of traditional cost management
3. To appraise the role of strategic cost management in supporting strategy development.
4. To provide an overview of various modern cost management techniques.
5. To apply the strategic cost management tools in managerial decisions
6. To assess the customer and divisional profitability.
7. To evaluate performance and enable effective reporting

Course Outcomes:

1. Compare and contrast Strategic Cost Management with traditional cost management.
2. Understand the role of Management Accountant in Strategic Cost Management
3. Adapt the marginal costing techniques in managerial decision making.
4. Demonstrate the role of strategic cost management in strategy development
5. Apply Strategic Cost Management techniques.
6. Evaluate customer profitability.
7. Assess the divisional performance

Syllabus	Hours
Module No.1: Overview of Strategic Cost Management (SCM)	
Cost management- Meaning, Phases, Benefits, Steps, Techniques; Strategic Cost management - Meaning ,Components of SCM-Strategic Positioning, Cost Drivers and Value Analysis; Traditional Costing v/s Strategic Cost Management; 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.	
Module No. 2: Cost Concepts and Application of Marginal Costing in Decision making	
Types of cost; Importance of behaviour-wise cost classification, Methods of splitting semi-variable cost. Limitations of Absorption costing. Marginal costing: Utility and Limitations. Practical decision-making involving marginal cost analysis- Make or Buy decisions, Key or Limiting factor Analysis, Introduction of new product and diversification, Discontinuing of product, Market Expansion and Contraction, Accept/Reject special offer, Fixation of selling price, Temporary shutdown.	
Module No.3: **Activity Based Costing (ABC) System**	
Reasons for emergence of ABC Systems. Activity Based 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, and Customer Profitability Analysis.	

Module No. 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	
Module No 5: Life Cycle Costing	
Meaning, Significance, Characteristics and Strategies at Different Life Cycle Stages; Cost Associated with Different Stages of Product Life Cycle; Problems on Life Cycle Cost with Time Value of Money, Optimal Plant Capacity, Pricing Decision, Effect of Price Reduction, Effect of Committed Cost, Product-wise Life Cycle Income Statement.	
Module No 6: 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 No 7: Divisional Transfer Pricing (TP)	
Overview, objectives of TP; Criteria for fixing TP; TP methods – market based, cost based and negotiation based; Merits and demerits of TP; Divisional performance evaluation.	
Module No 8: 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.	
Books for Reference: 1. Kishore Ravi M., Strategic Cost Management, 5th edition, Taxmann Publications Private Limited. 2. Jawaharlal., Strategic Cost Management, Himalaya Publishing House. 3. Saxena, V. K., Strategic Cost Management and Performance Evaluation, Sultan Chand Publications 4. Sharavana Prashath., Handbook on Strategic Cost management and Performance Evaluation, Wolfers Kluwer Publication. 5. CA Sanjay Agarwal., Strategic Cost Management & Performance Evaluation (Volume I and II) , Pooja Law Publishing Co. New Delhi. 6. CA K. Hariharan , R Balakrishnan., Strategic Cost Management & Performance Evaluation (AMA) Old & New Syllabus 7. Paresh Shah, Management Accounting, Oxford Publications 8. Khan M Y and Jain P K., Management Accounting. Tata McGraw-Hill. 9. Strategic Cost Management and Performance Evaluation, The Institute of Chartered Accountants of India, New Delhi, India. 10. Jain and Narang., Cost and Management Accounting, Kalyani Publishers, New Delhi	

Name of the Program: Master of Business Administration (MBA)

MBAH 303: OPERATIONS RESEARCH

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 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 Outcomes:

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

Syllabus	Hours
Module No.1: Introduction	
Nature and scope of Operation Research. Basic concepts and definitions - methodology of OR. Construction, solution and testing of model.	
Module No. 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 No.3: Transportation and Assignment problems	
Formulation of transportation problem, types, Optimality in Transportation problem, application of transportation problem. Assignment Problem- Formulation, Solutions to assignment problems, Special cases in assignment problems, Travelling Salesman Problem (TSP). Difference between assignment and T.S.P, Finding best route by Little's method. Numerical Problems.	
Module No. 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 No 5: Game Theory	
2-person zero-sum games, solution methods, use of L.P.	
Module No 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.	
Module No 7: Replacement Decisions	
Replacement of capital equipment's that deteriorates with time, replacement of items that fail completely.	
Module No 8: Simulation	
Basic concepts, Monte Carlo method, random number generation, some business application of simulation models.	

Books for Reference:

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. Veerabhadrappa Havinal - An Introduction to Operations Research- New age International Publishers.
10. R.C. Mishra, and Ankit Sandilya - Principles of Operations Research - New Age International Publishers,
11. Pradeep Prabhakar Pai - 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, 3rd Edn.

Name of the Program: Master of Business Administration (MBA)

MBAS 304: STRATEGIC FINANCIAL MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

1. To understand the fundamentals of Strategic Financial Management
2. To design optimal capital structure.
3. To assess the implications of dividend policy.
4. To analyse various approaches to corporate valuation.
5. To evaluate various relative valuation multiples.
6. To provide corporate risk management perspective.
7. To give an overview of valuation of intangible assets.
8. To facilitate corporate valuation in light of corporate restructuring

Course Outcomes: On completion of this course students will be able to:

1. Understand the concepts of Financial Management from strategic perspective.
2. Apply the techniques and models of Strategic Financial Management.
3. Analyse the role of strategic Financial Management within organizations and how financial strategies achieve organizational objectives.
4. Analyse the challenges of emerging financial environment.
5. Critically assess various risk management approaches.
6. Evaluate the approaches to valuation of intangible assets.
7. Solve real life cases in the area of corporate finance.

Syllabus	Hours
Module No.1: Financial Policy And Strategic Planning	
Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Strategy and Business Models. – Concept of Strategy, Business Level Strategies, Business Model.	
Module No. 2: Strategic Financing Decision	
Capital Structure: Meaning and Factors affecting Capital Structure, Different sources of finance. Capital structure theories- NI, NOI, MM Approach, Traditional approach **(Practical).**	
Module No.3: **Capital Budgeting**	
Meaning, Definition and Nature of Capital Budgeting, Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR. Certainty equivalent approach (CE approach) **(Practical)**	
Module No. 4: Dividend and Valuation	
Factors affecting Dividend policy, Dividend policy and firm value, Irrelevance of Dividends- MM Hypothesis, Relevance of Dividend- Walter's Model, Gordon's Model, **(Practical)**	
Module No 5: Corporate Valuation	
Context of valuation approaches to valuation, features of valuation process, a philosophical basis for valuation. Enterprise DCF model- Analyzing historical performance- Estimating cost of capital, Forecasting performance- Continuing value- Calculating and Interpreting the results- Other DCF models: Equity DCF model, Dividend Discount model, Application and	

Limitations of DCF analysis**. (Practical)**	
Module No 6: Advanced issues in valuation	
Companies of different kinds, Valuation of different context, Loose ends of Valuation, Valuation of Intangible Assets- Patents, Trademarks, Copy rights and licenses: Franchises, Brands-Economic approach to valuation.	
Module No 7: Corporate Risk Management	
Types of Risk – Measurement of risk Approaches 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 management functions	
Module No 8: Recent trends	
Value-based Management and MVA Methods and Key Premises of VBM	

Books for Reference:

1. M Y Khan and P K Jain, Financial Management: Text, Problems and Cases, McGraw Hill Education
2. Ashwath Damodaran- Damodaran's Investment Valuation (tools and techniques for determining the value of any asset), Third edition, Wiley India Private Limited.
3. Prasanna Chandra- Corporate valuation, A guide analyst's, managers and investors -McGraw Hill Education.
4. I M Pandey -Financial Management-Vikas Publishing House Pvt. Lt. New Delhi
5. Prasanna Chandra- Corporate valuation and value creation-McGraw Hill Education.
6. Prassana Chandra- Strategic financial management-managing for value creation- McGraw Hill Education
7. Prassana Chandra- Financial Management- Tata McGraw-Hill Education.
8. Sofat, Rajni, Hiro, Preeti- Strategic Financial Management, Second Edition- PHI Learning Pvt. Ltd.
9. Dr. B. Rajesh Kumar-Strategic Financial Management Casebook- Academic Press; 1 edition
10. Weaver & Weston, Strategic Corporate Finance- Cengage Learning, Delhi
11. A. N. Sridhar- Strategic Financial Management for C.a. Final- Shroff Publishers; Third edition

Name of the Program: Master of Business Administration (MBA)

MBAS 305: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 5: Portfolio management strategy	

Active and passive portfolio management strategies, portfolio revision strategy- objectives and performance plan.
Module No 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 No 7: Managed portfolios and portfolio performance valuation
Measures of performance evaluation- Sharpe's, Treynor's, Jenson's Alpha, Fama's measure, M2 and information ratio.
Module No 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.

Books for Reference:

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. Bodie Zvi, Kane Alex, Marcus A.J, Mohanty P (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.

Name of the Program: Master of Business Administration (MBA)

MBAS 306: Tax Planning

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 4: Amalgamation or De-merger	
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 No 5: Tax Planning for Managerial Decisions	
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 No 6: Wealth Tax	
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 No 7: Tax Audit and Accounting	
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 No 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.

Name of the Program: Master of Business Administration (MBA)

MBAS 307: MARKETING RESEARCH AND CONSUMER BEHAVIOUR

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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. Analyze the basic factors that influence the consumer decision process.
7. To demonstrate how concepts may be applied to marketing strategy

Syllabus	Hours
Module No.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 No. 2: Research Methodology & Research plan	
Research design, types of research, exploratory and descriptive steps involved in research design	
Module No.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 No. 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 No 5: Consumer Behaviour	
Consumer behaviour as marketing discipline - meaning and scope of consumer behaviour – decision process approach; Psychology and consumer behaviour.	
Module No 6: Nature of Buyer behaviour process	
Buyer behaviour models, Consumer decision processes. Nature and characteristics of Indian consumer buying process.	

Module No 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 No 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.	

Books for Reference:

1. Bradley-Marketing Research: Tools & Techniques- Oxford.
2. Sunanda Easwaran & 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

Name of the Program: Master of Business Administration (MBA)

MBAS 308: PROMOTION AND DISTRIBUTION MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 6: Supply chain management	
Concept, objectives, inventory management, uses of SCM- advantages and limitations-Current trends in SCM.	
Module No 7: Virtual marketing	
Technological development, development of e-commerce, different commercial models, diverse roles of websites. Virtual value chain, disintermediation, cyber - mediaries.	
Module No 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)	

Books for Reference:

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 –Mcmillan
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. Swapna Pradhan -Retailing Management -Atlantic Publishers & Distributor.
12. Berman-Retail Management: A Strategic Approach- Pearson Education India.
13. Mentzer- Supply Chain Management-Sage Publications

Name of the Program: Master of Business Administration (MBA)

MBAS 309: RETAIL MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 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 No 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 No 8: Emerging trends in retailing	
Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector	

Books for Reference:

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

Name of the Program: Master of Business Administration (MBA)

MBAS 310: LEARNING AND DEVELOPMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 organizations
6. To understand the importance of management development
7. To have an in-depth knowledge indifferent levels of training.

Course Outcomes:

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 organization
5. Facilitates to prepare employees to face the future challenges.
6. Prepares future trainers in corporate sector.
7. Translates employees to human resource

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 6: Management Development Programmes	
Need and objectives, methods of management developments- lectures, field trips, panel discussions, behaviour modeling, 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 No 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 No 8: Administration and Limitations of MDP	
Evaluation of MDP, comparative value of different methods, making training and development effective. Present status of training and development programmes in India.	

Books for Reference:

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. Pandu Naik. 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 Deo Kodawani- 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.

Name of the Program: Master of Business Administration (MBA)

MBAS 311: EMPLOYEE RELATIONS MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 4: Employee Discipline	
Code of Discipline- Industrial Employment (SO) Act, 1946. Employee grievance handling procedure, Domestic inquiry procedure.	
Module No 5: Employee Relations and Negotiation	
Conflict and Negotiations, situations requiring negotiation, integrative and distributive negotiation strategies, the basic negotiation process- strengthening collective bargaining, employee counselling methods.	

Module No 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 No 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 No 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.	

Books for Reference:

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. Verma Pramod -Management of Industrial Relations - Oxford and IBH.
4. Mamoria, Mamoria and Gankar -Dynamics of Industrial Relations-Himalaya Publishing House.
5. Arun Monappa- Industrial Relations, Tata Mc.Graw Hill- 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, 5th edn-Vikas Publishing House.
8. Singh B.D-Industrial Relations and Labour Law- Excel Books.
9. Sarma A.M-Industrial Jurisprudence and Labour Legislation, 5th edn - 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.

Name of the Program: Master of Business Administration (MBA)

MBAS 312: STRESS MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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

Syllabus	Hours
Module No.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, gender, personality type, family, social pressure, and insomnia.	
Module No. 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 No.3: **Behavioural aspects of Stress**	
Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress-Across the Lifespan; College and Occupational Stress.	
Module No. 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 No 5: Stress Intervention	
Performance and Stress Intervention- The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies.	
Module No 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.Cognitive Behavioural Therapy (CBT), Importance of Work-life balance.	
Module No 7: Preparing for the Future	
Care of the Self: Nutrition and Other Lifestyle Issues: Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation. Importance of sleep and rest.	

Books for Reference:

1. Baron .L &Feist.J (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, Greart Britain 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 university press
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 Graw Hill

Name of the Program: Master of Business Administration (MBA)

MBAS 313: PRINCIPLES AND PRACTICE OF BANKING AND INSURANCE

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 5: International banking	
Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees; and Cases.	
Module No 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 No 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 No 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.	

Books for Reference:

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 Mc graw 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, Shekhar Lekshmy – Banking Theory and practices – Vikas Publishing House, New Delhi.
8. Machiraju HR- Indian Financial System- Vikas Publishing House, New Delhi, 4thEdn.
9. Monika Mittal and Reena Matta, Insurance Management, 2nd Edition 2016, Kalyani Books

Name of the Program: Master of Business Administration (MBA)

MBAS 314: BANKING AND INSURANCE PRODUCTS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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.

Syllabus	Hours
Module No.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 No. 2: Remittance Products	
Demand draft – Travelers' Cheques – Gift Cheque – Mail Transfer – Telegraphic Transfer – Multicity cheques – EFD – RTGS.	
Module No.3: **IT Products: MICR Cheques**	
Channel Banking – Core Banking – Internet Banking Mobile Banking – ATMS – Debit card – Credit card – RTGS – EFD – Cases.	
Module No. 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 No 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 No 6: Health Insurance Products	

Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediclaim Policy – Group Mediclaim Policy – Personal Accident policy.	
Module No 7: Fire Insurance	
Fundamental principles – Fire insurance Contracts - Proposals Fire insurance proposals – Special Coverages – Fire Insurance Claims- Cases.	
Module No 8: Motor Vehicles Insurance	
Need – Types – Factors to be considered for premium fixing – Motor Insurance claims- Cases.	
Module No 9: Miscellaneous Products	
Burglary – Jeweller's Block Insurance – Baggage Insurance – Banker's Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance	

Books for Reference:

1. IIBF -Principles and practices of Banking –, 2/e, Macmillan, 2011.
2. Jyothsna Sethi 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

Name of the Program: Master of Business Administration (MBA)

MBAS 315: International Banking

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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.

Course Outcomes:

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

Syllabus	Hours
Module No.1: Introduction to International Banking	
Evolution of international banking: International banking: A Functional Overview –Banking for financing of exports and imports of goods and services. International payments system.	
Module No. 2: International Capital Market	
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 No.3: **Off shore Banking**	
Off shore banking centres and their role international financing, Global Balance sheet of banks. Asset and liability managements of foreign banks.	
Module No. 4: International Lending	
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 No 5: Foreign Exchange	
Foreign exchange risks; the exchange rate swings and their effects on bank's net worth	

Module No 6: International Rating Agencies	
International rating agencies. Country risk. International financial stability and the central role of banks in financial stability.	
Module No 7: International Financial Institutions	
International Financial Institutions: Word Bank, IMF, BIS, Regional Development Banks, New Development Bank.	
Module No 8: Recent Trends	
Issues relating to international financial architecture.	

Books for Reference:

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.

Name of the Program: Master of Business Administration (MBA)

MBAS 316: HOSPITAL SERVICES MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes: 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.

Syllabus	Hours
Module No.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 No. 2: Clinical Services	
Outpatient services, Day care, Accident and emergency services, impatient Dept. operation theatre, intensive care, PMR service.	
Module No.3: Speciality Service:	
Pediatrics, OBG, GYN, ENT, Ophthalmology, Orthopedic, Psychiatry, Anesthesia Dental, Super speciality, Neurology, Thoracic Surgery, Neurology, Nephrology, Dialysis Unit, Transplantation Survey Dermatology.	
Module No. 4: Diagnostic and Therapeutic Services	
Laboratory Services Radiology, Pharmacy – Blood Bank and Transfusion	
Module No 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 No 6: Risk Management	
Hospital Waste Management, Nosocomial Infections – Disaster Management. Hospital Security Services – Occupational Safety in Hospitals.	

Books for Reference:

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.

Name of the Program: Master of Business Administration (MBA)
MBAS 317: HOSPITAL PLANNING AND ADMINISTRATION

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes: 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

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 5: General Nursing Unit	
Pediatric Nursing unit – Obstetrical Nursing Unit – Psychiatric Nursing – Isolation Room – Intensive care unit –coronary care unit (ICU CCU). New born nurseries.	
Module No 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 No 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 No 8: Safety and security in Hospitals	
Safety in hospital – security and loss prevention system – fire safety – bomb threat – Alarm system –Disaster Management	
Module No 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.	

Books for Reference:

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. Chandra shekhar, Sidhartha Satpathy, Modern Trends in Planning and Designing Hospital Principles and Practice Jaypee .
4. Sakharkar B.M. – Principles of Hospital Administration and Planning -Jaypee publishers, New Delhi.
5. DC Joshi, Mamta Joshi-Hospital Administration-Jaypee Brothers,New Delhi

Name of the Program: Master of Business Administration (MBA)

MBAS 318: Health Economics and Insurance

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes: After completion of the course the students will be able to:

1. Acquire the full knowledge of National 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.

Syllabus	Hours
Module No.1: Health Economics and Insurance	
National Health Policy; Relevant policies in health sector; National Five-Year Plans; National Rural Health Mission; National Urban Health Mission;	
Module No. 2: National Health Programmes	
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 No.3: **Health Schemes**	
Innovative health schemes: Janani Suraksha Yojna, Rashtriya Swasthya Bima Yojna etc.	
Module No. 4: Understanding Health Care	
Understanding of Macro-economic environment for making Decision in the Organizations that provide health care;	
Module No 5: Health Care Sector	
Understanding of different concepts and tools that are used in economics for understanding their applicability in the health care sector;	
Module No 6: Health Care Sector Analysis	

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 No 7: health Insurance
Economics of health policy and planning; Pricing of health services and health insurance; Scope for public-private participation in health care and its modalities.

Books for Reference:

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.

Name of the Program: Master of Business Administration (MBA)

MBAS 319: FUNDAMENTALS OF LOGISTICS MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes: 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.

Syllabus	Hours
Module No.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 No. 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.	
Module No.3: **Supply Chain Management**	
Meaning, supply chain linkage, role of logistics in supply chain, Mapping the supply chain, e-business solutions for supply chain.	
Module No. 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 No 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 No 6: Logistics delivery and fulfillment:	

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 No 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 No 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.	

Books for Reference:

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 Purva Kansal, Marketing Logistics – A Supply Chain Approach, Pearson Education, New Delhi, 2002.
4. Sunil Chopra, Peter Mendl, 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.

Name of the Program: Master of Business Administration (MBA)

MBAS 320: CARGO AND FREIGHT MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes: 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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 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 No 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 No 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.	
Books for Reference: 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 Multiah Krishnaveni, 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.	

Name of the Program: Master of Business Administration (MBA)

MBAS 321: TRANSPORTATION MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes: 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.

Syllabus	Hours
Module No.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 No. 2: 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 No.3: **Costing and Pricing for Transportation**	
Transportation costs, factors influencing transportation costs, various pricing methods.	
Module No. 4: 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 No 5: Vehicle Routing and Scheduling:	
Principles of good routing and scheduling, Methods for routing and scheduling, Route sequencing. The case of "Mumbai Dabbawalas" as a successful same day delivery	

network.	
Module No 6: Containerization	
Genesis, Concept, Classification, Benefits and Constraints; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice.	
Module No 7: Third, fourth and fifth Party Logistics	
Courier partners, trucking companies, Shipping companies, Indian Railways, pipeline operators.	
Module No 8: Transportation Risk Management	
Insurance significance, types & principles, Perils & Hazards, Risks associated with transportation, Claim settlement.	
Module No 9: 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.	

Books for Reference:

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, Premnath Dhar, Kanishka Publication
12. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearso 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 Pa Publishers, 2000.

IV Semester

Name of the Program: Master of Business Administration (MBA)

MBAH 401: International Business Environment

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

1. Understand the influence 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 Outcomes: 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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 6: Regional Economic Groupings in Practice	
Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation.	
Module No 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 No 8: Emerging Developments and Other Issues	
Growing concern for ecology; Counter trade; IT and international business.	

Books for Reference:

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.

Name of the Program: Master of Business Administration (MBA)

MBAS 404: Behavioural Finance

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes: 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

Syllabus	Hours
Module No.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 No. 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 No.3: **Heuristics and Biases**	
How the Human mind Works: The Two Systems, Familiarity and related Heuristics, Anchoring, Irrationality and Adaption, Hyperbolic Discounting.	
Module No. 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 No 5: Prospect Theory, Framing and Mental Accounting	
Error in Bernoullis Theory, Prospect Theory, SP/A Theory, Framing, Mental Accounting, From theory to practice. (Simple/Easy to grasp practical problems involving value function and choice between	

prospects can be included).	
Module No 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 No 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 No 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.Neurofinance.	
Module No 9: Market outcomes	
Size effect and seasonality, Momentum and reversal, post- earnings announcement drift, value premium, premium puzzle, excessive volatility, Bubbles, Behavioural Asset Pricing Model. Inefficient market hypothesis, Adaptive market hypothesis	
Module No 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.	

Books for Reference:

1. Chandra Prasanna (2016): *Behavioral Finance,* Tata Mc Graw Hill Education (India) Private Limited, Chennai.
2. Acket Lucy F and Deaves Richard (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.

Name of the Program: Master of Business Administration (MBA)

MBAS 405: International Financial Management

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes: 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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 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 No 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 No 8: Financial Markets and Instruments	
International Capital Market – Instruments Traded, International Money Market and Instruments Traded.	
Module No 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 No 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.	

Books for Reference:

1. Eun CS and Resnick BG (2017), International financial management, Tata Mc Graw 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 Mc Graw hill Education (India) Pvt Ltd.
6. Sharan Y. International Financial Management, PHI.
7. Dun and Broad Street, Foreign Exchange Market, Tata Mc Grawhill 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.

Name of the Program: Master of Business Administration (MBA)

MBAS 406: CORPORATE RESTRUCTURING

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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 Outcomes: 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

Syllabus	Hours
Module No.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 No. 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 No.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 No. 4: Valuation Aspects Of Corporate Restructuring	
Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Valuation Techniques: Historical Earnings Valuation , Asset Based Valuation, Market Based Valuation, Different approaches of valuation – Comparable company & Comparable transaction analysis method, DCF, Real Option method.	
Module No 5: Methods of Financing Mergers	
Cash offer, share exchange and both cash offer and share exchange – mergers as a capital	

budgeting decision, Synergies from M&A: Operating and Financial synergy.	
Module No 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 No 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 No 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 No 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.	

Books for Reference:

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 Vivek Kuchhal 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. Sudi Sudarsanam- Value Creation from Mergers and Acquisitions, Pearson, Edition

Name of the Program: Master of Business Administration (MBA)

MBAS 407: INTERNATIONAL MARKETING MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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.To integrate tools and concepts from multiple functional areas.

Course Outcomes:

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 reasonings informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions

Syllabus	Hours
Module No.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 No. 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 No.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 No. 4: Export Pricing (pricing in international marketing)	
Export pricing and terms of trade, pricing policies, pricing strategies. Methods of payment.	
Module No 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 No 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 organization (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 No 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.	

Books for Reference:

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.

Name of the Program: Master of Business Administration (MBA)

MBAS 408: SERVICE MARKETING

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 reasonings informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 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 No 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 No 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.	

Books for Reference:

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.

Name of the Program: Master of Business Administration (MBA)

MBAS 409: RURAL MARKETING

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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 reasonings informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 4: Rural Services Marketing	
Telecommunication in Rural India, Financial Services in Rural India, Banking Services , Information and Communication Technology, Rural Health Care Services,	
Module No. 5: Segmentation and Targeting	

Rural Market Segmentation, Bases for Rural Consumer Markets, Targeting Strategies, Rural Market Positioning.	
Module No 6: 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 No 7: 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 No 8: 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	

Books for Reference:

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – 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 Rajagopal Rawat Publishers
4. Pradeep Kashyap and Siddhartha Raut, The Rural Marketing Book (Paperback) 2005, BIZTANTRA,
5. Dogra Balram and Karminder Ghuman, 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 Lalitha Ramakrishnanan, Rural Marketing Text and Cases, 2nd Edition, (Paperback) – 2010, Pearson Education.

Name of the Program: Master of Business Administration (MBA)
MBAS 410: GLOBAL HUMAN RESOURCE MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

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 Outcomes:

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 reasonings informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 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 No 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 No 8: Global HRM practices	
An overview of HRM in USA, UK, Japan, Germany, China & India, innovative management techniques and their influences, social responsibility and global business ethics and International HR managers, future of GHRM.	

Books for Reference:

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.

Name of the Program: Master of Business Administration (MBA)

MBAS 411: COMPENSATION MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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 reasonings informed by the contextual knowledge in the given area.
7. Apply ethical principles for making judicious managerial decisions.

Syllabus	Hours
Module No.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 No. 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 No.3: **Managing Compensation**	
Designing a compensation system, Internal and external equity in compensation system, Framework of compensation policy, compensation as a retention strategy.	
Module No. 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 No 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 No 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 No 7: Compensation of special groups	
Top executives, special features and components, Compensation for CEO, fringe and retirement benefits, perquisites, culture and pay.	
Module No 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.	

Books for Reference:

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. Kanchan Batia- 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.

Name of the Program: Master of Business Administration (MBA)

MBAS 412: PERFORMANCE MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 6: Appraising for Recognition & Reward	
Purpose of Appraising - Methods of appraisal - appraisal system design - Implementing the appraisal system - Appraisals and HR decisions.	
Module No 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 No 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	

Books for Reference:

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 Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
5. Henderson, Compensation Management in a Knowledge Based World 9/e Pearson Education

Name of the Program: Master of Business Administration (MBA)

MBAS 413: LEGAL ASPECTS OF BANKING AND INSURANCE

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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.

Syllabus	Hours
Module No.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 No. 2: Legal aspects of Banking Operations	
Responsibility of Paying Banker – Collecting Banker – Indemnities – Bank guarantees – Letters of Credit – Bill Finance; Cases.	
Module No.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 No. 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 No 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 No 6: Insurance Contract Analysis	
Legal framework of Insurance Business – Claims Negotiation – Understanding Contracts Structure – Standard Contract; Cases	

Module No 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 No 8: Insurance Documents	
Insurance forms- proposal forms; Cover notes – Certificate of Insurance; Policy forms – Endorsements – Other Documents; Cases.	

Books for Reference:

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, Shekhar Lekshmy- Banking Theory and practices - Vikas Publishing House, New Delhi.

Name of the Program: Master of Business Administration (MBA)

MBAS 414: TREASURY AND RISK MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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.

Course Outcomes:

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.

Syllabus	Hours
Module No.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 No. 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 No.3: **Asset Liability Management**	
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 No. 4: Asset Liability Management	
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 No 5: Asset Liability Management	
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 No 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 No 7: SPOR	
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 No 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	

Books for Reference:

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.

Name of the Program: Master of Business Administration (MBA)

MBAS 415: Rural Banking

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

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

Course Outcomes:

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.

Syllabus	Hours
Module No.1: Introduction to Rural Banking	
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 No. 2: Banker Customer Relationship	
Banker customer relationship, Psycho-demographic approach, Customer centric vs business centric approach.	
Module No.3: **Co-operative Banking**	
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 No. 4: Banking and I.T	
Banking and I.T., E-banking. ATM. M-banking in rural banking, opportunities and challenges.	
Module No 5: Cash Management	
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 center, Profit center, Planning and control, Capital Budgeting.	
Module No 6: Management of Liquidity	

Liquidity Management- Objectives-Sources-Maturity concerns: Projected cash and core sources- Contingency Plans- ST/NT Liquidity – Maturity Ladder Limit- Internal control-Information- Netting.
Module No 7: Banking Regulations
Regulation, Supervision and Compliance- Need and significance of internal and external audit.

Books for Reference:

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 UNIVERSITY PRESS (2008).
5. Indian Institute of Banking Finance, Rural Banking Operations, Taxmann's Publications (2012)
6. SSM Desai, Rural Banking in India, HPH
7. Gordon and Natrajan, Banking theory law & practice, Himalaya Publishing House
8. Premkumar Shrivastav, Banking theory and practice, Himalaya Publishing House
9. Bhaktapada Roy, Rural Banking and Poverty Alleviation, Abhijeet,1 edition, 2008
10. Basu. A.K. Fundamentals of Banking Theory and Practice.
11. Chatterjee, A., Bank Credit Management.
12. Choubay, B.N., Principles and Practice of Co-operative Banking.
13. Tanan, M.L. Banking Law and Practice in Negotiable Instrument India Act.
14. Tanan, M.L., Banking Law and Practice

Name of the Program: Master of Business Administration (MBA)

MBAS 416: Quality Management in Healthcare Organization

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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.

Course Outcomes:

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.

Syllabus	Hours
Module No.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 No. 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 No.3: **Evaluation of Quality Management**	
Concurrent, terminal and cyclical evaluate, audit in Health care, Nursing audit – Antibiotic audit, clinical audit, patient satisfaction survey.	
Module No. 4: Hospital Accreditation	
Concept importance, benefits, accreditation bodies, overview of standards, patient focused quality standards, quality improvement and patient safety.	
Module No 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.	

Books for Reference:

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 Modern Hospital – Response Books.
6. Sarasmith Don S. M Clair, Rosalind Raine and Barnaby Reevs - Health care Evaluation TMH

Name of the Program: Master of Business Administration (MBA)

MBAS 417: LEGAL ISSUES IN HEALTHCARE & BUSINESS ETHICS

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

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 Outcomes:

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.

Syllabus	Hours
Module No.1: Introduction	
Overview of laws in business and healthcare – Source of law – interpretation of law – Trade Union Act – Trust Act – Societies Registration Act.	
Module No. 2: Medical Legal Procedures	
Medical Jurisprudence – Patient confidentiality – Law of Torts – Law on Communicable diseases – Notifiable diseases – WHO – International Heath Regulations	
Module No.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 No. 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 No 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 No 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 No 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 No 8: Organisational Ethics	
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	

Books for Reference:

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. Raj kumar –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.

Name of the Program: Master of Business Administration (MBA)

MBAS 418: HEALTH INFORMATION SYSTEM

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

1. To utilize current and emerging technologies to support the healthcare Management.
2. To assess the significance of DBMS in handling healthcare big data
3. To assess the significance of DBMS in handling healthcare big data.
4. To evaluate the functions of HIS
5. To adapt to multiple roles and work setting with new set of skills.
6. To identify the users of health records and importance of health records.
7. To assess the impact of Tele-health in healthcare management system.

Course Outcomes:

1. Students are able to identify the role and importance of information technology in hospital management.
2. Able to categorize and manage health care data.
3. Able to identify and use different types of EMR and EHR management systems.
4. Able to analyze the importance of healthcare information systems.
5. Able to develop and manage applications and processes for Clinical classification.
6. Able to determine the emerging trends in Tele-health and telemedicine

Syllabus	Hours
Module No.1: Introduction	
MIS - Concept, roles & objectives, emergence of MIS, factors responsible for development of MIS, MIS and Computers, Impact of MIS, System approach to MIS, Advantages and disadvantages to computer based MIS	
Module No. 2: The Information Explosion	
Levels of information, Importance of Information in healthcare and its impact, Organizing information technology services. The future of healthcare technology–Major trends of Healthcare.	
Module No.3: **Health Information System**	
Introduction, Healthcare Information literacy, database management system, Types of Healthcare data, application of health information system. Big data in healthcare, Expert support system, Medical expert systems	
Module No. 4: Healthcare Information System Management	
Systems development lifecycle, Hospital Management software, software applications in registration, billing, reporting, ward management and bed distribution, pharmacy management, dietary services management, Major health care information systems	
Module No 5: Clinical Information System	
Overview, Functions and components of CIS, Health Record users, Functions of the health record, Electronic health record, clinical and administrative need for an EHR, applications of EHR, advantages and disadvantages of EHR, Roadblocks and challenges to EHR implementation, the future trends, benefits of EHR over paper records, Personal health	

record, Electronic medical records, legal aspects of Electronic medical records, advantages and disadvantages of EMR, Privacy and confidentiality of medical records.	
Module No 6: Tele-health	
Introduction to Tele-health, Historical perspective on Tele – health – Types of Tele - health Technology, Advantages and Barriers of Tele - health, Telemedicine, Types of Tele medicine Systems, Advantages and Barriers of Tele medicine – Future trends	

Books for Reference:

1. Javedkar, W.S.-Management Information Systems(Tata McGraw-Hill Publishing Company Ltd., New Delhi)
2. Mardic R.G., RossJ.E. & Clagget J.R. – Information System for Modern Management (Prentice Hall of India)
3. JamesA.O.Brien Management Information Systems, (Galgota Publications) Locus, Analysis, Design and Implementation of Information System(McGraw-Hill Book Co.)
4. Anderson, Lavid L. Post, Gerald V., Management Information System (Tata-McGraw Hill Publishing Co.)
5. Kathleen M., Informatics for Healthcare Professional
6. JamesO'Brien, Tata Mc Graw Hill, Management Information System
7. Peter Norton, Introduction to Computer, Tata Mc. Graw Hill.
8. Kenneth, Laudon and Jane Laud on MIS: Managing the Digital Firm, Pearson Education.
9. Turban, E., Mc Lean, E.and Wether be, J., Information Technology for Management: Making
10. Karen A. Wager, Healthcare Information System.
11. Joseph Tan, E-Healthcare Information System.
12. Joel Rodrigues, Health Information systems.

Name of the Program: Master of Business Administration (MBA)

MBAS 419: INTERNATIONAL TRADE DOCUMENTATION AND MARITIME LAW

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 30 marks continuous evaluation and 70 marks final examination.

Objectives:

1. Be familiar with international trade documentation and maritime law
2. To provide with trade 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.

Course Outcomes:

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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 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 No 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, Govts & Financial Institutions and Commercial Banks in India	
Module No 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 No 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.	

Books for Reference:

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 Aserkar Rajiv, 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, Samareshwar Mohanthy, Universal Law Publishing.

Name of the Program: Master of Business Administration (MBA)

MBAS 420: STRATEGIC LOGISTICS MANAGEMENT

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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

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

1. Exploretheconceptualandtheoreticalbackgroundsofstrategiclogisticmanagement.
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.

Syllabus	Hours
Module No.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 No. 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 No.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 No. 4: Introduction to Shipping and Port Management	

Introduction to Shipping and Port Management; Key players- Principals, operators, agents, and cargo charters; Overview of owners' protective agents; Exploring technical terms in shipping; Differentiating between operators and head owners; Types of hire in shipping contracts; Vessel dimensions- LOA, draft, LBP, and moulded depth; Various vessel types and their specific uses; Implications of vessel dimensions on port operations; Understanding tariff rates in shipping; Anchorage procedures and regulations; Mooring and unmooring techniques; The crucial role of tugboats in port operations; Launch operations and their importance.
Module No 5: Transportation, Location and Warehousing 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. Inventory forecasting, inventory policy decisions, supply scheduling decisions, Warehousing- role and function; types warehouse location decisions and IT in warehousing
Module No 6: Strategy Implementation and performance Measurement
Relating strategy to lower decisions**,** areas for decisions in implementation, managing change, Business process reengineering. Requirements for Global Strategy – Global Strategy implementation.– Performance measurement and reporting, logistic measurement, levels of measurement and reporting structures. Logistic costing.
Module No 7: Costing in the Shipping Industry
Introduction to Costing in Shipping ;Understanding the importance of cost management in shipping; Costing principles and methodologies in the maritime industry; Differentiating between cost heads: port charges, head owner costs, and cargo charter costs; Vessel Types and Their Cost Implications; Analysis of cost factors for different vessel types: Project, Bulk, Tanker, and Chemical Carriers; Cost-effective maintenance practices for diverse fleets; Documentation in Costing; Statement of Facts (SOF); Importance of NOR (Notice of Readiness) in cost calculations; How accurate documentation impacts cost control; Strategies for optimizing port charges, head owner costs, and cargo charter costs.
Module No 8: Recent Trends in Logistics
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.

Books for Reference:

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, Janat Shah ,Pearsonspublication,second edition
14. Shipping Operations Management by I.D. Visvikis, P.M. Panayides Springer Cham, First edition
15. Maritime Economics by Martin Stopford , Tylor & Francis e-Library 2008, Third edition
16. Elements of Shipping by Alan Edward Branch, Routledge 2014, Ninth edition
17. Port Management and Operations by Maria G. Burns, CRC Press, First edition

Name of the Program: Master of Business Administration (MBA)

MBAS 421: WAREHOUSING, ICD AND PACKAGING

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

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

Examination: 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

Course Outcomes: 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

Syllabus	Hours
Module No.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 No. 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 No.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 No. 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 No 5: Packaging and packing	
Introduction – labeling 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 No 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 No 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.	

Books for Reference:

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, Mc Graw 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, TATA Mc Grraw Hill Edition
7. S.L.Ganapathi,S.K Nandi, Logistics Management, Oxford University Press