

FATIMA COLLEGE (AUTONOMOUS), MADURAI-18**Department of Management Studies (MBA)***For those who joined in June 2019 onwards***PROGRAMME CODE: MBA**

COURSE CODE	COURSE TITLE	HRS / WK	CREDIT	CIA Mks	EXE Mks	TOT. MKs
SEMESTER - I						
19MBA101	Management Principles and Practice	4	4	50	50	100
19MBA102	Management Accounting	4	4	50	50	100
19MBA103	Digital Management	4	4	50	50	100
19MBA104	Managerial Economics	4	4	50	50	100
19MBA105	Organizational Behaviour	4	4	50	50	100
19MBA106	Quantitative Techniques	4	4	50	50	100
19MBA107	Executive Communication	2	2	25	25	50
19MBA108	Comprehensive Viva	-	1	-	50	50
Total		26	27			700

COURSE CODE	COURSE TITLE	HRS / WK	CREDIT	CIA Mks	EXE Mks	TOT. MKs
SEMESTER – II						
19MBA201	Production & Operations Management	4	4	50	50	100
19MBA202	Human Resource Management	4	4	50	50	100
19MBA203	Marketing Management	4	4	50	50	100
19MBA204	Financial Management	4	4	50	50	100
19MBA205	Management Information System	4	4	50	50	100
19MBA206	Business Research	4	4	50	50	100
19MBA207	Managerial Skills	2	2	25	25	50
19MBA208	Comprehensive Viva		1	-	50	50
Total		26	27			700

COURSE CODE	COURSE TITLE	HRS / WK	CREDIT	CIA Mks	ESE Mks	TOT. MKs
SEMESTER - III						
19MBA301	Strategic Management	4	4	50	50	100
19MBA302	Entrepreneurship	4	4	50	50	100
Electives (any Three of the following functional area courses) 3*5 =15						
Marketing Area:						
19MBA303	Marketing Research	5	5	50	50	100
19MBA304	Advertising Management	5	5	50	50	100
19MBA305	Sales and Distribution Management	5	5	50	50	100
19MBA306	Customer Relationship Management	5	5	50	50	100
19MBA308	Brand Management	5	5	50	50	100
19MBA309	Digital Marketing	5	5	50	50	100
System Area:						
19MBA311	E-Commerce	5	5	50	50	100
19MBA312	Introduction to GUI & Visual Basic	5	5	50	50	100
19MBA313	Enterprise Resource Planning	5	5	50	50	100
19MBA314	Knowledge Management	5	5	50	50	100
Finance Area:						
19MBA322	Project Financing	5	5	50	50	100
19MBA323	Strategic Financial Management	5	5	50	50	100
19MBA324	Fundamentals of	5	5	50	50	100

COURSE CODE	COURSE TITLE	HRS / WK	CREDIT	CIA Mks	ESE Mks	TOT. MKs
	Insurance Management					
19MBA325	Banking and Financial Institutions	5	5	50	50	100
19MBA326	Derivatives & Markets	5	5	50	50	100
HR Area:						
19MBA331	Total Quality in Human Resource	5	5	50	50	100
19MBA332	Advanced Industrial Relations	5	5	50	50	100
19MBA333	Training & Development	5	5	50	50	100
19MBA334	Labour Legislation	5	5	50	50	100
19MBA335	Strategic Human Resource Management	5	5	50	50	100
19MBA336	Career Management	5	5	50	50	100
Production and Operations Area:						
19MBA341	Total Quality Management	5	5	50	50	100
19MBA342	Materials Management	5	5	50	50	100
19MBA343	Advanced Manufacturing System	5	5	50	50	100
Hospital Management:						
19MBA351	Hospital Administration	5	5	50	50	100
19MBA352	Health Insurance	5	5	50	50	100
19MBA353	Hospital Accounting and Finance	5	5	50	50	100
International Business Management:						
19MBA321	International Financial Management	5	5	50	50	100

COURSE CODE	COURSE TITLE	HRS / WK	CREDIT	CIA Mks	ESE Mks	TOT. MKs
19MBA371	Logistics and Supply Chain Management	5	5	50	50	100
19MBA372	Import Procedures and Documentation	5	5	50	50	100
19MBA359	Live Project	3	5	50	50	100
19MBA360	Business Ethics	2	1	25	25	50
19MBA361	Summer Training / Project	-	4	50	50	100
19MBA362	Comprehensive Viva	-	1	-	50	50
Total		28	34			800

SEMESTER - IV						
19MBA401	International Business Management	4	4	50	50	100
Electives (any Two of the following functional area courses) 2*5 =10						
Marketing Area:						
19MBA403	Rural Marketing	5	5	50	50	100
19MBA404	Services Marketing	5	5	50	50	100
19MBA405	Consumer Behaviour	5	5	50	50	100
19MBA406	Retail Management	5	5	50	50	100
System Area:						
19MBA410	Relational Database Management System & Oracle	5	5	50	50	100
19MBA411	Internet & Java Programming	5	5	50	50	100
19MBA412	Computer Networks	5	5	50	50	100
Finance Area:						
19MBA420	Security Analysis and Portfolio Management	5	5	50	50	100
19MBA422	Management of Financial Services	5	5	50	50	100
19MBA423	Mergers & Acquisitions	5	5	50	50	100
HR Area:						
19MBA431	Industrial Psychology & Counseling	5	5	50	50	100
19MBA432	Human Resource Accounting and Audit	5	5	50	50	100
19MBA433	Management Consultancy	5	5	50	50	100

19MBA434	Disaster Management	5	5	50	50	100
19MBA435	Human Resource Information System	5	5	50	50	100
Production and Operations Area:						
19MBA440	Value Engineering & Waste Control	5	5	50	50	100
19MBA441	Production Planning & Control	5	5	50	50	100
19MBA442	Project Management	5	5	50	50	100
Hospital Management:						
19MBA450	Hospital Services Management	5	5	50	50	100
19MBA451	Quality Management in Hospital	5	5	50	50	100
19MBA452	Marketing of Hospital Services	5	5	50	50	100
International Business Management:						
19MBA402	International Marketing	5	5	50	50	100
19MBA421	Export Finance & Documentation	5	5	50	50	100
19MBA430	International Human Resource Management	5	5	50	50	100
Dissertation:						
19MBA459	Dissertation	5	5	50	50	100
19MBA460	Managerial Environment	2	1	25	25	50
19MBA461	Project Report & Viva Voce	-	6	100	100	200
19MBA462	Comprehensive Viva	-	1	-	50	50

Total		21	27	700
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- **Summer Internship:**

- Duration-1 month (2nd Week of May to 2nd week of June-before college reopens)

- **Project:**

- Off class
- Evaluation components-Report writing + Viva Voce (Internal marks-100) + External marks 100

I MBA
SEMESTER –I

For those who joined in 2019 onwards

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA101	Management Principles and Practice	Major Core	4	4

COURSE DESCRIPTION

This course focuses on the management principles, functions and various other elements of management. In this course the functions of managers, their roles and responsibilities along with organisational structure are insisted to make the students understand better to run a business successfully.

COURSE OBJECTIVES

To imbibe the knowledge of basic principles of management and to help the students in developing an integrated approach to management of various activities in an organisation

UNITS

UNIT I: PLANNING

[12 HRS]

Definition — Managerial Skills – Functions of Management – Managerial roles – Qualities. Evolution of Management thought – Scientific Management – F.W.Taylor, Classical Organization theory – Henry Fayol, Human relation movement – Hawthorne Experiments, System approach. Planning: Nature of planning – Types of plans – Steps in planning- MBO process. Decision making – Steps involved in decision making.

UNIT II: ORGANIZING**[12 HRS]**

Meaning, Nature, and Purpose - Concept of Organization Structure - Departmentation - Types of Departmentation - Line and staff Function - Delegation and Decentralization-Factors determining the degree of delegation Staffing - Concept of staffing - Factors affecting staffing- Sources of recruitment - Selection process

UNIT III: LEADING**[12 HRS]**

Meaning -Function of leading - Leadership styles -trait theory - Behavioral theory - Ohio - Michigan studies - Managerial Grid - Contingency theories - Fiedler contingency Model - LPC Score - Path goal theory - Situation leadership of Hersey and Blanchard -Charismatic Leadership theory.

UNIT IV: COMMUNICATION**[12 HRS]**

Meaning- Process of Communication - Methods of Communication -Barriers of Communication - Essentials of making effective communication - Steps for making communication effective.

UNIT V: CONTROLLING**[12 HRS]**

Concept of Controlling - Steps - Types of control -Essentials of effective control system- Control techniques (Operational, Financial and Inventory control techniques) - Management by Exception

SELF STUDY

Path goal theory, Essentials of making effective communication

TEXT BOOK

Koontz, Harold, Principles of Management, New Delhi: Tata Mc-Graw Hill Education Pvt. Ltd., 2004.

REFERENCE BOOKS

Prasad, Lallan. Management Principles and Practices. New Delhi: S. Chand & Company Ltd, 1995. Drucker, Peter, F., The Practice of Management, London: Butterworth Heinemann, 1955.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.pdfdrive.com/principles-of-management-e34316162.html>
2. https://www.researchgate.net/publication/332110813_Principles_Practices_of_Management
3. https://www.tutorialspoint.com/management_principles/management_principles_tutorial.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Frame out the functions of management and evaluation of management thought.	K2	PSO1
CO 2	Sketch out the types of organisation structure along with delegation of authority and strategy	K2, K3	PSO2
CO 3	Asses the various types of leadership styles and theories.	K2, K4	PSO3
CO 4	Emphasis on process of communication and its types.	K2, K3, K4	PSO4
CO 5	Focus on the controlling techniques and its application in management.	K2, K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA102	Management Accounting	Major Core	4	4

COURSE DESCRIPTION

Students in this course will develop the essential ability of all managers to use complex accounting information as a platform for decision making. Students will build a certain sophisticated level of understanding of the language of accounting and its concepts.

COURSE OBJECTIVES

The purpose of this course is to provide knowledge of financial, cost and management accounting to enable the students to understand the financial statement and reports

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Meaning and definitions Management Accounting-Functions and Qualities of a Management Accountant- Financial Statements : Financial accounting Principles – Concepts and Conventions – Accounts classifications – Preparation of Journal Entry, Ledger and Trial Balance — Preparation of Trading and Profit & Loss Account, Balance Sheet, Depreciation: Definition of Depreciation –Characteristics of Depreciation-Causes of Depreciation - Methods of depreciation-Calculation of Straight Line and Written Down Value methods of Depreciation

UNIT II: FUNDAMENTAL OF COST ACCOUNTING

[12 HRS]

Introduction to Cost Accounting – Basic cost concepts – Elements of cost – Classification of costs – Methods and Techniques of Costing Cost volume

profit Analysis: Profit/Volume ratio – Break-Even Analysis - Graphic method of BEA - Margin of Safety

UNIT III: MARGINAL COSTING**[12 HRS]**

Marginal costing – Assumptions- Managerial Applications of Marginal Costing as follows: Make/Buy/Subcontract, Sell/process further, Adding/Dropping of product, product lines, Closing Down of divisions and choosing product mix, Determination of economic price of raw materials, Capital investment decisions.

UNIT IV: RATIO ANALYSIS:**[12 HRS]**

Meaning and Concept of Ratio Analysis - Significance of Ratio Analysis - Classification of Ratios: Liquidity, Leverage, Turnover and Profitability ratios – application of Ratio analysis in business – preparation of balance sheet from Ratios.

UNIT V: BUDGETARY CONTROL**[12 HRS]**

Budgeting – a systematic approach to Profit Planning - Meaning and Objectives of Budgetary Control – Requisites for a successful Budgetary Control System - Essentials of Budgetary Control – Determination of Key factor – Budgeting vs. forecasting – Classification of Budgets – Preparation of Various Budgets – Cash budget, flexible budget, sales budget, production budget and master budget. Zero-Base budgeting

SELF STUDY:

Basic cost concepts, Zero-Base budgeting

TEXT BOOK:

1. Gupta, Shashi.K, Sharma R.K, Financial Management – Theory And Practice, New Delhi, Kalyani Publishers, 2010.

REFERENCE BOOKS:

1. Maheswari, S N., Financial Accounting for Managers., New Delhi: Vikas Publishing House Pvt Ltd, 1998.
2. Maheswari, S N., Principles of Management Accounting., New Delhi: Sultan Chand & Sons, 2001.

3. Colin Drury., Management and Cost Accounting. - 6th ed., Australia: Thomson, 2004.
4. Anthony, Robert, N. and James S Reece, Accounting Principles., Delhi: All Indian Traveller Book, 2004.
5. Reddy, T S. and Hari Prasad Reddy.Y, Financial and Management Accounting, Chennai: Margham Publications, 2001.
6. Nigam, B M Lall. And Sharma, G L, Theory and Techniques of Cost Accounting. --6th ed., Bombay: Himalaya Publishing House, 2000.
7. Jain, S. P. and Narang.K.L., Cost Accounting., Ludhiana: Kalyani Publishers, 2002.,
8. Khan M, Y. and Jain P.K., Management Accounting --4th ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2007.
9. Maheswari, S N., Principles of Cost Accounting., New Delhi: Sultan Chand & Sons, 2003.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.freebookcentre.net/business-books-download/Management-Accounting.html>
2. https://www.icsi.edu/media/webmodules/publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf
3. https://www.researchgate.net/publication/344155211_Introduction_to_Management_Accounting

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of management accounting and understand the different types of depreciation.	K2	PSO1

CO 2	Demonstrate the elements of cost and compute break-even print.	K2, K3	PSO2
CO 3	Analyse the managerial application of marginal costing.	K2, K4	PSO3
CO 4	Discuss the significance of ration analysis and compute difference type's ratio.	K2, K3, K4	PSO4
CO 5	Assess the requisites for a successful budgetary control system and compute different types of budget.	K2, K5	PSO5

PROGRAMM E CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDIT S
MBA	19MBA103	Digital Management	Major Core	4	4

COURSE DESCRIPTION

This course equips the students with skills for the effective use of office automation systems. This helps the participants to construct and analyse databases.

COURSE OBJECTIVES

To familiarise the applications of MS office and e-business models

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Introduction to computers – Classification of Computers – Anatomy of a Digital Computer – Input Devices – Output Devices – Primary & secondary storage devices – Operating systems – Types of computer software- Introduction to Internet & WWW, Intranets – Electronic mail.

UNIT II: OFFICE AUTOMATION SOFTWARE – MS-OFFICE

[12 HRS]

Basics of MS-Word, MS-Excel and MS-PowerPoint-Application of these software's for documentation and making reports, preparation of presentation, creating tables, forms and reports. Measuring with formulas & function in Excel.

UNIT III: DATABASE MANAGEMENT SYSTEM

[12 HRS]

Database management system-types of data-organizing Data in a Database- Database design-Data base design phases-Data Flow approach-Advantages of Data Flow approach-Communication networks-developments in transmission-communications media-computer networks-wireless transmission.

UNIT IV: ERP**[12 HRS]**

Introduction – ERP – An overview –Benefits of ERP – ERP and related Technologies – Business Process Reengineering - Data warehousing - Data Mining – Online analytical Processing – Supply Chain Management.

UNIT V: E-BUSINESS**[12 HRS]**

Definition-Types of e-business and related industry-growth of e-business-e-business environment-market places business market-types of business models- -brokerage model-aggregator model-digital signatures-encryption-advertising model-subscription model-affiliate model- framework for analyzing e-business models.

SELF STUDY :

Basics of MS-Word, Classification of Computers.

TEXT BOOK :

1. Leon, Alexis, Fundamentals of Information Technology., New Delhi: Galgotia Publications Ltd, 1999.

REFERENCE BOOKS:

1. Leon, Alexis, Internet for Everyone, New Delhi: Vikas Publishing House Pvt Ltd, 1998.
2. Saxena, Sanjay, Ms-Office2000 for Everyone, New Delhi: Vikas Publishing House Pvt Ltd, 2005.
3. P.T.Joseph, Sanjay Mohapatra, Management Information Systems in Knowledge Economy. PHI Publications, 2009
4. Leon, Alexis, Introduction to ERP, Tata McGraw Hill Publishers, 2009
5. Colin Combe, Introduction to E-business Management and Strategy, Butterworth-Heinemann Publishers, 2010

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.researchgate.net/publication/307583503_The_Impact_of_the_Digital_World_on_Management_and_Marketing
2. <https://www.dbooks.org/media-and-digital-management-3319720007/>
3. <https://www.pdfdrive.com/digital-business-and-e-commerce-management-strategy-implementation-and-practice-e181134696.html>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Discuss the evolution, classification of computers.	K2	PSO1
CO 2	Analyse the applications of MS-Word MS-Excel and PowerPoint.	K2, K3	PSO2
CO 3	Assess the concept of database management system and communication network.	K2, K4	PSO3
CO 4	Outline Enterprise resource planning and its types.	K2, K3	PSO4
CO 5	Evaluate various E-Business models.	K2, K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDIT S
MBA	19MBA104	Managerial Economics	Major Core	4	4

COURSE DESCRIPTION

This course combines micro and macro economics and its application in businesses. It also exposes students to the fundamental economic concepts. This course also aims at providing an overview of the circular flow of National income and its concepts.

COURSE OBJECTIVES

This Course enables to impart the basic macro and macroeconomic concepts.

UNITS

UNIT I : NATURE AND SCOPE OF MANAGERIAL ECONOMICS [12 HRS]

Nature and scope of Managerial Economics – Relationship with other subjects – Role of Managerial Economist Fundamental Concepts – Incremental concept – Time Perspective – Discounting principle – Opportunity cost – Equi Marginal Principle.

UNIT II : DEMAND ANALYSIS & COST ANALYSIS [12 HRS]

Demand analysis – Meaning- Definition for Demand- Law of Demand– Determinants of Demand– Types of Demand – Elasticity of demand – Price – Income and cross elasticities Demand forecasting Methods of forecasting – Indifference curve analysis. Economies of scale- meaning – Internal Economies & External Economies of Scale

UNIT III: PRICING DECISION [12 HRS]

Introduction to Pricing - Pricing Methods - Market structure – Perfect competition – Meaning- Characteristic Feature, Pure Monopoly- Meaning- Characteristic Feature & Monopolistic competition- Meaning- Characteristic Feature

Price determination in perfect competition- Price determination in Monopoly- Price determination in Monopolistic Competition Theories of Profit – Hawley’s Risk theory – Knight’s Uncertainty bearing theory- Dynamic theory of profit- Schumpeter’s Innovation theory – Marginal productivity theory of profit.

UNIT IV: NATIONAL INCOME**[12 HRS]**

Meaning & Definition of National Income, The Circular flow of National Income - Concepts of National Income, Measurement of National Income – Difficulties in the measurement of National Income- Factors determining National Income

UNIT V: MACRO ECONOMIC CONCEPTS**[12 HRS]**

Business Cycle- Characteristics of Business Cycle- Phases of Business Cycle –Inflation & Deflation- Characteristics of Inflation & Deflation- Types of Inflation – Effects of Inflation & Deflation- Anti Inflationary Measures.

SELF STUDY

Opportunity cost, Difficulties in the measurement of National Income- Factors determining National Income.

TEXT BOOK

Sankaran, S. Managerial Economics. Chennai: Margham Publications, 2008

REFERENCE BOOKS

Varshney, R L. and Maheswari, K L, Managerial Economics. --1st ed. New Delhi: Sultan Chand & Sons, 2006.

Subramanian, M S. Managerial Economics. --5th ed. New Delhi: Galgotia Publications Ltd, 2000.

Dwivedi, DN. Managerial Economics. --5th ed. New Delhi: Vikas Publications House Pvt Ltd, 2000.

Gupta, G S. Managerial Economics. New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2006.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Manual_Economics_15497.pdf
2. https://www.tutorialspoint.com/managerial_economics/managerial_economics_tutorial.pdf
3. <https://www.sxccal.edu/wp-content/uploads/2020/01/MBA-ManagerialEconomics-1stYear.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Sketch the fundamental economic concepts.	K2	PSO1
CO 2	Analyse demand and its determinants and to know the economics of scale.	K2, K3	PSO2
CO 3	Assess the pricing methods in various Market structure and to get an idea over the theories of profits.	K2, K4	PSO3
CO 4	Demonstrate the circular flow of National Income and its concept.	K2, K3, K4	PSO4
CO 5	Discuss the phase of Business cycle and analyse the effects of inflation and deflation	K2, K5	PSO5

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/WEEK	CREDITS
MBA	19MBA105	Organisational Behaviour	Major Core	4	4

COURSE DESCRIPTION

This course is designed to provide students with fundamental understanding of the history and development of organisational behaviour, theories and concepts.

COURSE OBJECTIVES

This course is to provide an understanding about individual and group behavioural process in the organisational context and apply such knowledge in dealing with issues of individual interpersonal or group behaviour in organisation

UNITS

UNIT I : INTRODUCTION TO ORGANIZATIONAL BEHAVIOR [12 HRS]

OB Definition and meaning – fundamental concepts – scope – contributing disciplines – various approaches to organizational behavior - Perception – Perceptual process – Factors influencing perception - perceptual errors- Selective perception, Halo effect, Contrast effect – Projection – Stereotyping – Grouping – Figure and ground – attribution errors, closure, proximity.

UNIT II : PERSONALITY [12 HRS]

Personality determinants – Heredity, Environment, situation – Psychoanalytic Theory – Type theories- Trait theory., Major personality attributes that influences Organizational Behaviour – Locus of control, Achievement orientation – Authoritarianism – Machiavellianism – self esteem – self – monitoring – Risk taking - Different psychological types – Introvert - extrovert.

UNIT III: LEARNING & ATTITUDE [12 HRS]

Concept – Meaning – Classical conditioning – Operant conditioning – Learning theories - Social learning theories – Reinforcement., ATTITUDE – functions of attitude – barriers to change in attitude – cognitive dissonance – Attitudinal change.

UNIT IV : GROUP DYNAMICS**[12 HRS]**

Nature of groups- types – theories of group formation- reasons for formation of groups -group cohesiveness – factors influencing group cohesiveness– Motivation –theories - Hierarchy of needs theory – ERG theory- McClelland's theory- Two factor theory – equity theory –Vroom's valence expectancy- Porter and Lawler theory-theory X and Y.

UNIT V: CONFLICT MANAGEMENT**[12 HRS]**

Conflicts – functional – dysfunctional – Stages of conflicts – Intra individual conflict, Inter personal or Inter individual conflict – Inter group conflicts – Resolving conflicts – Stress – Causes – coping strategies for stress- yoga, meditation, physical exercises and relaxation techniques.

SELF STUDY:

Factors influencing perception, Coping strategies for stress- yoga, meditation, physical exercises and relaxation techniques.

TEXT BOOK:

1. Organizational Behavior -Fred Luthans, Tata Mc-Graw Hill Education Pvt Ltd., New Delhi, 9th edition.

REFERENCE BOOKS:

1. Organizational Behavior. Stephen Robbins, Prentice Hall of India Pvt Ltd, New Delhi, 1st edition.
2. Organisational Behaviour: Text and Cases, Uma Sekaran, Tata Mc-Graw Hill Education Pvt Ltd., New Delhi.
3. Organisatioal Behaviour, L .M Prasad, Sultan Chand & Sons, New Delhi.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_tutorial.pdf
2. http://www.tmv.edu.in/pdf/Distance_education/BCA%20Books/BCA%20VI%20SEM/BCA-629%20OB.pdf
3. <https://www.geektonight.com/organisational-behaviour-notes-pdf/>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of organisational behaviour and understand the different types of perception.	K2	PSO1
CO 2	Demonstrate the concept of personality and discuss the different types leadership theories.	K2,K3	PSO2
CO 3	Discuss the different type of assess the functions of attitude.	K2,K4	PSO3
CO 4	Analyze the group dynamics and discuss the different type of motivation theories.	K2,K3	PSO4
CO 5	Assess the different stages of conflicts and stress management mechanism in the organisation.	K2,K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA106	Quantitative Techniques	Major Core	4	4

COURSE DESCRIPTION

The course introduces the application of Operations Research concepts to the Management decision-making. The course enables the learners to enrich their quantitative analytical skills.

COURSE OBJECTIVES

This course is intended to enrich the quantitative analytical skills and enable application of OR techniques in corporate decision making

UNITS

UNIT I: MATRIX

[12 HRS]

Matrix: Conversion of data Statement form into matrix form – inverse of a matrix– solutions of equations by inverse method, cramer’s rule, Gauss – Jordan method

UNIT II: LINEAR PROGRAMMING PROBLEM

[12 HRS]

Operations Research – Definition, Characteristics, Modelling, Phases, Scope, Limitations, Importance of Operations Research in Decision-making Process. Mathematical formulation of LPP – Product mix, Portfolio mix, Media mix. Graphical solution method – Bounded & Unbounded solution, Problems with all less than, all greater than and mixed constraints, infeasible solution

UNIT III: TRANSPORTATION PROBLEM

[12 HRS]

Transportation model: Getting Initial Basic Feasible Solution (IBFS) using NWCM, LCM, VAM methods – Balanced & Unbalanced problems - MODI method – Degeneracy – Looping - Unbalanced transportation problem – Maximization TP – Alternative optimal solution – Prohibited transportation routes.

UNIT IV: ASSIGNMENT PROBLEM**[12 HRS]**

Assignment problem – meaning, solution methods of assignment problem – minimization a.p. – hungarian method for solving assignment problem – balanced & unbalanced a.p. – conversion of maximization a.p into minimization a.p. – multiple optimal solutions – restrictions on assignment

UNIT V: GAME THEORY**[12 HRS]**

Game Theory: Maximin-minimax principle – Strategy – Pure, Mixed strategies – pay – off with saddle point and without saddle points – Graphical method – Dominance Principle.

SELF STUDY

Importance of Operations Research in Decision-making Process

TEXT BOOK

1. Gupta, P K., Problems in Operations Research (methods and Solutions) / P K Gupta and Man Mohan New Delhi: Sultan Chand & Sons, 2007.

REFERENCE BOOKS:

1. Sharma, J K., Operations Research. --3rd ed., Delhi: Macmillan Company of India Ltd, 1997.
2. Doerr, Alan. Applied Discrete Structures for Computer Science. New Delhi: Galgotia Publications Ltd, 2000.
3. Taha, Hamdy A. Operations Research: on Introduction. --5th ed. New Delhi: Prentice Hall of India Pvt Ltd, 1995.
4. Hiller, Frederick, S., Operations Research / Frederick, S Hiller and Gerald J Lieberman. --8th ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2005.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://gtumbanotes.files.wordpress.com/2011/06/quantitative-techniques-for-management.pdf>
2. <https://www.freebookcentre.net/business-books-download/Quantitative-Techniques-For-Business.html>

3. https://www.researchgate.net/publication/333686800_Applications_of_Quantitative_Techniques_in_Decision_Making_of_Business_Organisation

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Formulate business problems in matrix form	K2	PSO1
CO 2	Formulate LP model for Business decision making and compute optimal solutions	K2, K3	PSO2
CO 3	Plan optimal decisions for transportation problems	K2, K4	PSO3
CO 4	Design methods to solve assignment problems	K2, K3, K4	PSO4
CO 5	Apply strategies using game theory and analyse it for optimality criterion	K2, K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA107	Executive Communicati on	Major Core	2	1

COURSE DESCRIPTION

The course serves to provide complete understanding of the communication skills of Executive managers. This practical course develops the required skills of managers in the workplace environment.

COURSE OBJECTIVES

The seminar course is designed to enhance the communication skills of executive managers.

UNITS

UNIT I: COMMUNICATION

[5 HRS]

Importance of communication at workplace – barriers - communication network in organizations

UNIT II: NON-VERBAL COMMUNICATION

[5 HRS]

Non verbal communication – misinterpretation and problems - barriers to observation, strategies for effective observation, non-verbal communication in a business context

UNIT III: ORAL COMMUNICATION

[5 HRS]

Developing oral business communication skills: introduction, advantages of oral communication, oral business presentations

UNIT IV: CORPORATE COMMUNICATION

[5 HRS]

Corporate communication – group discussions and interviews, attending job interviews.

UNIT V: WRITTEN COMMUNICATION

[5 HRS]

Written communication: principles of business communication, types and techniques of business letters, preparation of c.v., resume and bio-data.

SELF STUDY:

Oral business presentations, principles of business communication

REFERENCE BOOKS:

1. Sharma, r c.,business correspondence and report writing / r c sharma and mohan krishna.,new delhi: tata mcgraw hill publishing company, 2002.
2. Rajendra pal.,essentials of business communication / rajendra pal, and j s korlahalli. New delhi: sultan chand & sons, 2008.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.slideshare.net/andreymiler8/executive-communication-skills-pdf>
2. https://www.researchgate.net/publication/287260311_READINGS_ON_EXECUTIVE_COMMUNICATION_A_BIBLIOGRAPHY
3. <https://www.manage.gov.in/studymaterial/EC.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Identify workplace communication network	K2	PSO1
CO 2	Apply strategies for effective Non-verbal communication in business context	K2, K3	PSO2

CO 3	Develop oral business communication skills	K2, K4	PSO3
CO 4	Demonstrate corporate communication skills.	K2, K3, K4	PSO4
CO 5	Use principles of business communication for written communication	K2, K5	PSO5

I MBA**SEMESTER –II***For those who joined in 2019 onwards*

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA201	Production & Operations Management	Major Core	4	4

COURSE DESCRIPTION

This course examines the functional areas of production and operations management in the manufacturing industry.

COURSE OBJECTIVES

This course is aimed to provide an understanding of operation management concepts and its application in practice

UNITS**UNIT I: INTRODUCTION****[12 HRS]**

Meaning and Definition –Functions and Scope of Production Management– Production System - Types of production system, Continuous – characteristics – Advantages and Disadvantages, Intermittent – Characteristics – Advantages and Disadvantages- Location- Meaning , Factors influencing location - Layout –Definition, Types of Layout , Features of Good Layout , Layout techniques - Material handling – Meaning and Types of Equipments.

UNIT II: INVENTORY SCHEDULING & CONTROL**[12 HRS]**

Economic order Quantity –Assumptions and Cost associated with EOQ- Inventory classification – ABC Analysis – Salient features – Advantages and disadvantages- VED – FSN – Objectives & Procedure - Just in time – concept , Elements & Implications

UNIT III: PRODUCTION SCHEDULING & CONTROL**[12 HRS]**

Routing – Definition , Procedure of Routing - Scheduling – Meaning , Objectives , Types of Schedules , Factors affecting Scheduling- Johnson's Algorithm – Gantt chart –Critical Path method – Program evaluation review technique –Concept – Procedure – Advantages and limitation

UNIT IV: WORK STUDY**[12 HRS]**

Meaning and Definition of Work Measurement – Objectives – Applications – Different techniques of Work Measurement – Time study – Meaning , Objectives - Predetermined motion study – Steps, Advantages and limitations - Analytical Estimating – Meaning , Characteristics- Work sampling concept – Procedure and Implication.

UNIT V: QUALITY CONTROL**[12 HRS]**

Statistical Quality control – Control charts – Mean – Range – Fraction Defective – Number of Defectives – Concept & Procedure. Emerging Trends in Production Management: TQM – Meaning, Process, Applications, ISO 9000-TPM – Definition, benefits – 5S – Meaning, Advantages - Six sigma – Meaning, Benefits - Failure mode effect analysis – Meaning.

SELF STUDY:

Scope of Production Management, ISO 9000.

TEXT BOOK:

1. Goel, B S., Production and Operations Management: for Management and Engineering Students of Various Universities and Institutes. --1st ed., Meerut: Pragathi Prakashan, 2000.

REFERENCE BOOKS:

1. Chary, SN., Production and Operations Management. --2nd. New Delhi: Galgotia Publications Ltd, 2000.
2. Buffa, Elwood, S., Modern Production/operations Management/Elwood, S Buffa and Rakesh K Sarin.--8th, New York: John Wiley and Sons, 2005.

3. Shridhara Bhat, Total Quality Management: Text and Cases., Bombay: Himalaya Publishing House, 2010.

4. Mohanty, R P., Tqm in the Service Sector / R P Mohanty and R R Lakh, Bombay: Jaico Books, 2002.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.vssut.ac.in/lecture_notes/lecture1429900757.pdf
2. <https://ddceutkal.ac.in/Syllabus/MBA-BOOK/Production-Operation-Management.pdf>
3. http://www.missouricareereducation.org/doc/entrepreneur/ProdOpMngnt_InstrActivity2_IntroProdMngmnt.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concept of production management and discuss the different types of layout techniques.	K2	PSO1
CO 2	Compute EOQ and assess the inventory classification	K2, K3	PSO2
CO 3	Evaluate the production scheduling and control mechanism in the organisation	K2, K4	PSO3
CO 4	Discuss the techniques of work measurements and assess the work sampling procedures.	K2, K3, K4	PSO4
CO 5	Identify the quality control techniques and emerging trends in production management.	K2, K5	PSO5

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/WEEK	CREDITS
MBA	19MBA202	Human Resource Management	Major Core	4	4

COURSE DESCRIPTION

This course aims on providing a overview on the concept of HRM. It exposes students to how to manage people at work. It also covers concepts like manpower planning, recruitment, selection, training and development. It also examines the emerging trends in HRM.

COURSE OBJECTIVES

This course intends to familiarize with the dimensions, components & functions of HRM

UNITS

UNIT I: PROCUREMENT

[12 HRS]

Introduction: Meaning and scope of Human Resource Management – Objectives and Functions of Human Resource Management- Manpower planning – Meaning, Functions & Process

UNIT II: DEVELOPMENT

[12 HRS]

Performance Appraisal: Purpose of Performance Appraisal - Process of Appraisal - Appraisal Methods –Traditional & Modern, Training & Development: Importance of Training & Development - Methods of Operative Training – On-the Job, off-the job training

UNIT III: COMPENSATION**[12 HRS]**

Job Evaluation Techniques: Principles of Job Evaluation - Methods of Job Evaluation. Wage & Salary Administration: Factors influencing Wage & Salary Administration - Wage & Salary Fixation, Incentives: Monetary and Non-monetary Incentives.

UNIT IV: INTEGRATION**[12 HRS.]**

Trade Union: Functions & Role of Trade union - Collective Bargaining: Concept and process of collective Bargaining - Collective bargaining in Indian Industry .Introduction to important acts of Indian labor laws: Factories act- workmen's compensation act- employees state insurance act and payment of bonus act

UNIT V: MAINTENANCE**[12 HRS]**

Grievance Handling: Causes of Grievance - Grievance handling procedure Discipline: Objective of Discipline - Indiscipline of Misconduct - Procedure for disciplinary action. Counselling: Concept & uses of counselling - Types of counselling. Emerging Trends in HRM

SELF STUDY:

Importance of Training & Development, Emerging Trends in HRM.

TEXT BOOK :

1.Khanka S.S. Human Resources Management: Text and Cases. New Delhi: Chand & Company Ltd, 2010

REFERENCE BOOKS:

1. Aswathappa, K. Human Resources Management: Text and Cases. --6th ed. New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2010
2. Biswajeet Pattanayak, Human Resource Management. New Delhi: PHI Learning Pvt.Ltd., 2009.

3. Noe, Raymond A., Human Resource Management: Gaining a Competitive Advantage. Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2006.

4. Flippo, Edwin B., Personnel Management. 6th ed. New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2000.

5. Prasad.LM., Human Resource Management. New Delhi: Sultan Chand & Sons, 2001

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf
2. https://www.researchgate.net/publication/305954894_Human_Resource_Management_Theory_and_Practice
3. <https://www.slideshare.net/versatileBschool/human-resource-management-full-notes>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concept of HRM & Manpower planning process.	K2	PSO1
CO 2	Analyse the process of performance Appraisal and discuss the various methods of training and development	K2, K3	PSO2
CO 3	Evaluate the principles of Job evaluation and explain the wage and salary Administration.	K2, K4	PSO3
CO 4	Discuss trade Union and its function and analyse collective bargaining	K2, K3, K4	PSO4
CO 5	Identify the cause of grievance and procedure for disciplinary action.	K2, K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGO RY	HRS/WE K	CREDIT S
MBA	19MBA203	Marketing Management	Major Core	4	4

COURSE DESCRIPTION

This course describes the nature and purpose of marketing. It describes marketing mix, consumer behaviour and strategy, product planning and development. It helps the students in making better marketing management decisions.

COURSE OBJECTIVES

This course makes the students to understand marketing management concept

UNITS

UNIT I: MARKETING [12 HRS]

Definition- marketing in the twenty-first century -Marketing tasks – the scope of marketing- marketing concepts and tools - Company orientations toward the market place - How business and marketing is changing.

UNIT II: BUYER BEHAVIOUR [12 HRS]

Analyzing consumer and Buying behaviour- the major factors influencing Buyer behaviour- Buying decision process and stages-Identifying competitors-Analysing competitors- Designing competitive intelligence system - Designing competitive strategies. Levels and patterns of market segmentation - segmenting consumer and business markets

UNIT III: PRODUCT [12 HRS]

Positioning the Market offering through the Product Life Cycle - differentiation tools- Managing the new product development process -

Managing product line and brands- product line decisions- brand decisions- packaging and labelling

UNIT IV: PRICING AND PHYSICAL DISTRIBUTION [12 HRS]

Designing Pricing strategies-setting the price-adapting the price- work performed by marketing channels- channel design decisions -channel management decisions, channel dynamics- Retailing- wholesaling- market logistics.

UNIT V: PROMOTION [12 HRS]

Developing and managing an advertising program- Deciding on media and measuring effectiveness - sales promotion- public relations-Designing the sales force- managing the sales force- principles of personal selling.

SELF STUDY:

The Major factors influencing Buyer behaviour, Principles of personal selling.

TEXT BOOK:

1. Marketing Management (Fifteenth edition) – Philip Kotler - Prentice Hall India

REFERENCE BOOKS:

1. Kotler, Philip., Marketing Management.,1st ed, New Delhi: Prentice Hall of India Pvt Ltd, 2005.
2. Stanton, William J., Fundamentals of Marketing. 1st ed, New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2000.
3. Sherlekar, S A, Modern Marketing: A Manual of Marketing, Salesmanship and Advertising. ,2nd ed, New Delhi: Galgotia Publications Ltd, 2000.
4. Gandhi, J C., Marketing: A Managerial Introduction,New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2000

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.researchgate.net/publication/225084026_Marketing_Management

2. https://www.tutorialspoint.com/marketing_management/marketing_management_tutorial.pdf
3. <http://mba.teipir.gr/files/UnderstandingMarketingManagement.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline marketing management concept and current trends	K2	PSO1
CO 2	Assess consumer behaviour and identify competitors	K2, K3	PSO2
CO 3	Analyse product life cycle and strategies relevant to them	K2, K4	PSO3
CO 4	Discuss pricing and distribution strategies	K2, K3	PSO4
CO 5	Design and Manage advertising programme	K2, K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDIT S
MBA	19MBA204	Financial Management	Major Core	4	4

COURSE DESCRIPTION

This course emphasis on the functions of finance, sources of finance and the importance of finance department in an enterprise. This course also illustrates the financial decisions, investment decisions and dividend decisions and their impact in the business environment.

COURSE OBJECTIVES

To enhance the students with management of financial resources in an organisation and to sketch out the various techniques used to analyse financial soundness of the organisation

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Introduction to Financial Management – Meaning – Definition, Objectives & Scope of financial management –Importance – financial decisions – Factors influencing financial decisions –Sources of financing – Short term & Long term. Financial Analysis: Fund flow analysis – Cash flow analysis - Meaning, use and significance of Cash flow and Fund flow statements – Preparation of cash flow and fund flow statements.

UNIT II: SHORT TERM FINANCING DECISION

[12 HRS]

Working Capital Management: Introduction –Classification of working capital – Importance of working capital –Factors requiring consideration while estimating WC –Working capital cycle - Cash Management techniques –Dimensions of Receivables management.

UNIT III: LONG TERM FINANCING & INVESTMENTS DECISIONS [12 HRS]

Advertising Media Planning – Concept, Factors determining frequency levels, Media Selection considerations, Media weight theories, computers & models, Media selection - Classification – Introduction, Classification of Media.

UNIT IV: DIVIDEND DECISIONS**[12 HRS]**

Dividend Theories – Theory of irrelevance – Residual approach and Modigliani & Miller Approach (MM model) Theory of Relevance: Walter's approach and Gordon's approach. Determinants of dividend decisions – Types of dividend policy: Regular, Stable and irregular dividend policy

UNIT V: FINANCIAL CONCEPTS – TAXATION**[12 HRS]**

Taxation – types – direct tax – indirect tax – central excise, customs, GST, corporate tax, VAT, service tax, income tax, and CGT – meaning and procedure for calculation – theory only and problems are not included.

SELF STUDY:

Importance of working capital, Factors influencing financial decisions

TEXT BOOK:

1. Gupta, Shashi K., Financial Management: Theory and Practice. --4th ed. Kolkata: Kalyani Publishers, 2000

REFERENCE BOOKS:

1. Pandey, I M., Financial Management. --9th ed. , New Delhi: Vikas Publishing House Pvt Ltd, 1978.
2. Prasanna Chandra, Financial Management: Theory and Practice. --7th ed. New Delhi: Tata Mcgraw Hill Publishing Company, 2008.
3. Khan, M Y, Financial Management. --2nd ed. New Delhi: Tata Mc-Graw Hill Education Pvt. Ltd., 2000.
4. Van Horne, James, C., Financial Management and Policy. --12th ed. Australia: Pearson Education, 2002.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://icmai.in/upload/Students/Syllabus-2008/StudyMaterialFinal/P-12.pdf>
2. https://gurukpo.com/Content/MBA/Financial_Management.pdf
3. <http://docshare02.docshare.tips/files/13755/137553531.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Introduce financial management and preparation of fund flow and cash flow statements.	K2	PSO1
CO 2	Outline the short term financing decisions in an organisation.	K2, K3	PSO2
CO 3	Emphasize on long term investment and financial decisions in an organisation.	K2, K4	PSO3
CO 4	Enhance the students with determination of dividend decisions and policies in declaration of dividends in an organisation	K2, K3, K4	PSO4
CO 5	Sketch out the concept of taxation and its types.	K2, K5	PSO5

PROGRA MME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDIT S
MBA	19MBA205	Management Information System	Major Core	4	4

COURSE DESCRIPTION

The course emphasizes the application of systems in various business operations. The types of MIS and its various areas of business applications are focused in this course. The business analytics and its impact on various business operations are also insisted in this course.

COURSE OBJECTIVES

To expose the students with various types of information system and its applications in management functions in an organisation

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Introduction: MIS – Definition – Management information System (MIS) – Characteristics, Role of MIS –Information systems architecture—Why MIS is important—Functions of MIS—Sources of information system—Need for efficient information system-Applications of information system. Challenges in building and using information system-constraints in MIS operation-Pre-requisites for effective MIS.

UNIT II: MIS - TYPES

[12 HRS]

Impact of MIS overview of Information system-- Types of MIS system: Operation support system: Transaction processing system – Process control system – Enterprise collaboration system. Management support system: Management Information system – Decision support system- Executive

Information system – Expert system – Knowledge Management system – Strategic information system – Integrated information system.

UNIT III: FUNCTIONAL INFORMATION SYSTEM [12 HRS]

Marketing Information system: Interactive marketing – Sales force automation – Sales & product management – Advertisings and promotion – Marketing research and forecasting. Human Resource Information System: Payroll – Staffing – Training & Development – Compensation analysis – HRM & Internet. Accounting Information: Online accounting system – Order processing – Inventory control – Accounts receivables – Accounts payables – General ledger. Financial Information system: Cash management – Online investment management – Capital Budget – financial forecasting & Planning.

UNIT IV: STRATEGIC INFORMATION SYSTEM [12 HRS]

Strategic Information System: Introduction-Components of Strategic Information System-Screening system-Intelligence Data system-Business Intelligent system.

UNIT V: RECENT TRENDS [12 HRS]

Ethical and social Issues in managing information system. Computer frauds: internal-Input, processor, computer Instructions, stored data, output. External Sources: Internet frauds, Hacking Computer Virus— Measure against Computer Frauds-Prevention of computer frauds – Business analytics, - Application in functional areas of business – Types of analytics

SELF STUDY:

Types of analytics, Business Intelligent system.

TEXT BOOK:

1. L M Prasad, Management Information System. New Delhi: Sultan Chand and Sons.,2012.

REFERENCE BOOKS:

1. Jawadekar, W S,. Management Information System. New Delhi: Tata Mc-Graw Hill Education Pvt. Ltd., 1998.

2. Banerjee, Utpal K, Management Information System: A New Framework. --2nd ed., New Delhi: Vikas Publications House Pvt Ltd, 1995.
3. Leon, Alexis., ERP Demystified, New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2000.
4. Obrien, James A, and Management Information System: Managing Information Technology in the Internetworked Enterprise. --4th ed. New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2000.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.sigc.edu/department/mba/studymet/ManagementInformationSystem.pdf>
2. https://www.tutorialspoint.com/management_information_system/mis_tutorial.pdf
3. <https://www.managementstudyguide.com/financial-management.htm>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Emphasize on impact and role of MIS inn an organisation	K2	PSO1
CO 2	Outline the application of information system in business operations	K2,K3	PSO2
CO 3	Focus on decision support system in management decisions	K2,K4	PSO3
CO 4	Highlight the application of strategic Information system in an organisation	K2,K3	PSO4
CO 5	Introduce business analytics and its types	K2,K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGO RY	HRS/WE K	CREDIT S
MBA	19MBA206	Business Research	Major Core	4	4

COURSE DESCRIPTION

The course is designed to enable the managers to pursue independent research in the context of organisation. The course sharpens the research competencies and analytical skills of learners.

COURSE OBJECTIVES

This course aspires to sharpen the research and analytical skills in Business context

UNITS

UNIT I: INTRODUCTION TO RESEARCH METHODOLOGY [12 HRS]

Meaning of Research – objectives of research – Motivation in research – Significance - Types of research: Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs. Empirical, Other types - Research Process.

UNIT II: SAMPLING METHODS AND TECHNIQUES [12 HRS]

Sampling fundamentals – Need for sampling – Fundamental definitions. Sampling design – Steps in sampling design – Different types of sampling design: Non-probability & Probability sampling, Unrestricted & Restricted sampling – Criteria of selecting a sampling procedure

UNIT III: DATA COLLECTION [12 HRS]

Introduction to data collection - Primary data: Observation method – Types, Interview method – Types, Merits & Demerits, Questionnaire – Merits & Demerits, Main aspects of a questionnaire, Essentials of a good questionnaire, Schedules – Difference between Questionnaire & Schedules, Other types, Collection of secondary data – Characteristics, Selection of

appropriate method - Case study method – Characteristics, Evolution & scope, Assumptions, Major phases, Advantages & Limitations.

UNIT IV: PROCESSING AND ANALYSIS OF DATA [12 HRS]

Classification – Coding – Tabulation – Statistical – Analysis of data – Statistical tools in analysis of data - Percentage Analysis-Measures of central tendency-Arithmetic mean - Weighted arithmetic mean – Median – Mode – Correlation – Regression – Hypothesis testing – Meaning, Characteristics, Basic concepts, Procedure for testing hypothesis – t-Test – Chi-square test – F-test.

UNIT V: INTERPRETATION AND REPORT WRITING [12 HRS]

Interpretation – Meaning – Technique of interpretation – Precautions in interpretation. Report writing and Presentation – Significance – Steps – Layout of research report – Types of reports – Mechanics and Precautions in writing a research report

SELF STUDY:

Criteria of selecting a sampling procedure, Essentials of a good questionnaire

TEXT BOOK:

1. Kothari, C R., Research Methodology Methods and Techniques., New Delhi: New Age International Pvt Ltd, 2010.

REFERENCE BOOKS:

1. Ravichandran, K., Introd. to Research Methods in Social Sciences / K Ravichandran and S Nakkiran., New Delhi: Abhijeet Publications, 2008.
2. Cooper, Donald R., Business Research Methods / Donald R Cooper and Pamela S Schindler. --9th ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2006.
3. Ghosh, B N., Scientific Method and Social Research. New Delhi: Sterling Publishers Private Limited, 2000.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.researchgate.net/publication/329949764_Introduction_to_Business_Research
2. http://sdeuoc.ac.in/sites/default/files/sde_videos/V%20Sem.%20-%20Business%20Research%20Methods.pdf
3. https://iaear.weebly.com/uploads/2/6/2/5/26257106/research_methods_entire_book_umasekaram-pdf-130527124352-phpapp02.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline research types and process	K2	PSO1
CO 2	Apply suitable sampling methods and techniques for research study	K2, K3	PSO2
CO 3	Use effective data collection methods	K2, K4	PSO3
CO 4	Apply appropriate Statistical tools and analyse the results	K2, K3, K5	PSO4
CO 5	Evaluate the research results and Create research report	K2, K3, K4, K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGO RY	HRS/WEEK	CREDIT S
MBA	19MBA207	Managerial Skills	Major Core	2	1

COURSE DESCRIPTION

This course guides students in self analysis and assessment of others. It helps them in interpersonal effectiveness, team building and assertiveness.

COURSE OBJECTIVES

The course is designed to inculcate effective interpersonal relationship that helps the students to work as a team

UNITS

UNIT I: SELF-INTROSPECTION SKILLS [5 HRS]

Self-observation – Stages of introspection: Observation stage, Questioning stage & Framing conditions of mental processes. SWOT analysis

UNIT II: TEAM SKILLS [5HRS]

Managing interpersonal feedback – Empathizing – Conflict resolution – Communication – Delegating tasks

UNIT III: DECISION-MAKING SKILLS [5HRS]

Decision making styles: Intuitive and Rational decision-making – Handling problems in decision-making process

UNIT IV: ASSERTIVENESS [5 HRS]

Behavioural choices – Direct aggression, indirect aggression, Submissive and Assertive. Characteristics of assertiveness.

UNIT V: CREATIVE THINKING [5 HRS]

Boosting up creative thinking – Management games

SELF STUDY:

SWOT analysis, Communication.

REFERENCE BOOKS:

1. McGrath S J, E H. Basic Managerial Skills for All. --6th ed. New Delhi: Prentice Hall of India Pvt Ltd, 2007.
2. Mainiero, Lisa A., Developing Managerial Skills in Organizational Behaviour: Exercises, Cases and Readings. --2nd ed. New Delhi: Prentice Hall of India Pvt Ltd, 1999.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.researchgate.net/publication/263421616_The_development_of_managerial_skills_in_MBA_programs_A_reconsideration_of_learning_goals_and_assessment_procedures
2. https://www.academia.edu/4358901/managerial_skill_development_pdf?auto=download
3. <http://www.ebookbou.edu.bd/Books/Text/SARD/DYDW/module07.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Demonstrate self introduction	K2	PSO1
CO 2	Assessment self and others	K2, K3	PSO2
CO 3	Plan interpersonal effectiveness	K2, K4	PSO3
CO 4	Analyse and practice assertiveness	K2, K3, K5	PSO4
CO 5	Design team development plan.	K2, K3, K4, K5	PSO5

II MBA
SEMESTER –III

For those who joined in 2019 onwards

PROGRA MME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/W EEK	CREDITS
MBA	19MBA301	Strategic Management	Major Core	4	4

COURSE DESCRIPTION

The primary concern of this course is to introduce a strategic orientation among the participants in formulating and implementing strategies at corporate level.

COURSE OBJECTIVES

This Course is aimed at providing insight on strategies in all functional areas.

UNITS

UNIT –I STRATEGIC MANAGEMENT (12 HRS.)

Introduction – definition – Levels of strategic management – Core competence – strategic management process – Limitations and misgivings – Principles of good strategy.

UNIT –II ENVIRONMENTAL ASSESSMENT (12 HRS.)

Environmental analysis – importance, types of environments – environmental factors – methods of scanning, Resource profile – SAP analysis — analysis of management concern – SWOT analysis - value chain approach.

UNIT -III STRATEGIES**(12 HRS.)**

Strategic formulation – strategic options – 17 grand strategies – choice of strategy, portfolio analysis – BCG growth share matrix – GE multifactor portfolio matrix – ANSOFF's products – market matrix – competitive analysis - 7 s framework.

International operations – globalization of business – complexity of international environmental analysis

UNIT -IV STRATEGIC IMPLEMENTATION**(12 HRS.)**

Activating strategy – structural implementation- functional implementation – behavioural implementation – procedural implementation

UNIT -V STRATEGIC CONTROL**(12 HRS.)**

Process – operational control – Types of operational control Management of Change - Barriers to change – Change requirements – Implementation of strategic change

SELF STUDY:

7 s Framework

TEXT BOOK :

1. Kazmi, Azhar., Kazmi Adela., Strategic Management.-4th , Chennai;Mc-Graw Hill Education(India) Private Limited., 2018

REFERENCE BOOKS :

1. Kazmi, Azhar., Strategic Management and Business Policy. –4th ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2017
2. Pearce li, John A.,Richard B. Robinson and Amita Mital., Strategic Management. --12th ed., New Delhi, Mcraw Hill Pvt., 2016
3. Kesho PrasadStrategic Management Text and Cases., PHI Learning Private Limited., 2015
4. Francis Cherunilam, Strategic Management – 3rd revised ed., Mumbai, Himalaya Publishing House Pvt. Ltd., 2014

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.researchgate.net/publication/272352897_Strategic_Management
2. https://ebooks.lpude.in/commerce/mcom/term_4/DCOM506_DMGT_502_STRATEGIC_MANAGEMENT.pd

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Provide framework on strategic management.	K2	PSO1
CO 2	Analyse the environment for suitable strategies.	K3	PSO2
CO 3	Explain various strategies that corporate can adapt.	K4	PSO3
CO 4	Identify the process of implementing a strategy	K4	PSO4
CO 5	Assess the strategic Control process and suggest suitable ways for effective implementation of strategies	K5	PSO5

PROGR AMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDIT S
MBA	19MBA302	Entrepreneursh ip	Major Core	4	4

COURSE DESCRIPTION

The course explores the basic concepts of entrepreneurship. It provides an idea about the idea generation and the various Appraisals.

COURSE OBJECTIVES

This course is aimed at inculcating entrepreneurial skills and motivates the students to start their own Ventures.

UNITS

UNIT –I ENTREPRENEUR & ENTREPRENEURSHIP (12 HRS.)

Definition & concept – characteristics of an entrepreneur – types of entrepreneurs Entrepreneurial traits – role of an entrepreneur in economic development – intrapreneur – definition and concept.

UNIT –II ENTREPRENEURIAL DEVELOPMENT PROGRAMME (12 HRS.)

Meaning – Need and objective of EDP- Phases of EDP- Course content and curriculum of EDPs – Problems faced by EDPs- EDP Institutions in guiding entrepreneurs.

UNIT –III WOMEN ENTREPRENEURSHIP (12 HRS.)

Characteristics – profile – problems of women entrepreneurs –institutional support for promoting women entrepreneurship.

UNIT –IV BUSINESS OPPORTUNITY IDENTIFICATION (12 HRS.)

Sources of BOI – features and importance of project report –Project appraisal- market appraisal – technical Appraisal – financial appraisal

UNIT –V INSTITUTIONAL SUPPORT FOR SSI**(12 HRS.)**

LIC – SIDC – SIDBI – SIDCO – SFC - EXIM- IDBI – IRBI – ICICI – IFCI – Commercial Banks. Incentive schemes & concession provided to small scale industries

SELF STUDY:

Preparation of a Specimen of Project Proposal

TEXT BOOK :

1. S.S.Khanka , Entrepreneurship Development, S. Chand publishing, 2006

REFERENCE BOOKS :

1. Desai, Vasant., Dynamics of Entrepreneurial Development and Management., Mumbai: Himalaya Publishing House, 2003.
2. Saravanavel, P, Entrepreneurial Development: Principles, Policies and Programmes. --2nd ed. New Delhi: Galgotia Publications Ltd, 2000.
3. Hisrich, Robert D. Entrepreneurship / Robert D Hisrich, Michael P Peters and Dean A Shepherd. --6th ed. New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2005.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://www.ddegjust.ac.in/studymaterial/mba/cp-401.pdf>
2. <https://www.cmu.edu/swartz-center-for-entrepreneurship/education-and-resources/project-olympus/pdf/entrepreneurship-101.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING	PSOs ADDRESSED
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		TO REVISED BLOOM'S TAXONOMY)	
CO 1	Outline the entrepreneurial framework and explore their personality traits	K2	PSO1
CO 2	Explain the EDP Training Programmes and institutions.	K3	PSO2
CO 3	Identify the problems of women entrepreneur and face the challenges with Governmental support.	K4	PSO3
CO 4	Analyze and formulate a business plan.	K4	PSO4
CO 5	Assess the financial institutions and a roadmap to utilize the various incentives schemes.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDIT S
MBA	19MBA303	Marketing Research	Major Elective	5	5

COURSE DESCRIPTION

This course deals with planning relevant data collection analysis and communication of such results. It deals with monitoring marketing performance and improves understanding.

COURSE OBJECTIVES

This course introduces marketing research techniques to the students and makes them to realise the importance of marketing research.

UNITS

UNIT –I MARKETING RESEARCH (12 HRS.)

Introduction & Uses: Scientific method and the research process: Limitations of marketing research

UNIT –II MARKETING RESEARCH PROCESS (12 HRS.)

Research objectives and information needs, Types of research, Search for secondary data.

UNIT –III METHODS OF COLLECTING DATA (12 HRS.)

Sampling & sampling methods specific to marketing problems, Data collection and the field – force, scaling techniques

UNIT –IV DATA PROCESSING (12 HRS.)

Preparation of tabulation of collected data, Research presentation and its evaluation

UNIT –V APPLICATION OF MARKETING RESEARCH**(12 HRS.)**

Identifying marketing segments, Product research, Advertising research, Market and sales analysis research, Integrated marketing communication and research

SELF STUDY:

Search for secondary data

TEXT BOOK :

1. Boyd Jr, Harper W. Marketing Research: Text and Cases / Harper W Boyd Jr, Ralph Westfall and Stanley Stasch. -7th Ed. New Delhi: All Indian Traveller Book, 2004.

REFERENCE BOOKS :

1. Beri, GC. Marketing Research. –5th ed. New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2013.
2. Green, Paul, E. Research for Marketing Decisions. --5th Ed. New Delhi: Prentice Hall of India Pvt Ltd, 2002.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.uww.edu/Documents/acadaff/AssessmentDay/BasicMarketingResearchVol1.pdf>
2. <http://web.ftvs.cuni.cz/hendl/metodologie/marketing-research-an-introduction.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the importance research process	K2	PSO1

CO 2	Study the importance of research and information	K2	PSO2
CO 3	Understand the process and methods of Data collection.	K2, K3	PSO3
CO 4	Explain Data presentation interpretation and evaluation.	K4	PSO4
CO 5	Assess the application of marketing research in different forms.	K5	PSO5

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/WEEK	CREDITS
MBA	19MBA304	Advertising Management	Major Elective	5	5

COURSE DESCRIPTION

This course introduces integrated communication – advertising public relations – process and practices.

COURSE OBJECTIVES

This course prepare the students to design advertisement programme for an organisation

UNITS

UNIT –I INTRODUCTION (12 HRS.)

Introduction, Objectives, Activities included – excluded - Communication & Advertising Objectives - Behavioral principles of Advertising -Communication Models- psychological principles of Advertising - Economic Effects of advertising – Ethics in Advertising.

UNIT –II ADVERTISING APPEAL (12 HRS.)

Advertising Appeal – Issues of Motivation, Appeals, Use of Personalities, Humor - Advertising Budget - Objectives, Sales generating effects, Marginal Analysis - Budgetary process, Budget period, Flexibility, Factors influencing budget allocation, Budget Approaches for appropriation.

UNIT –III MEDIA PLANNING (12 HRS.)

Advertising Media Planning – Concept, Factors determining frequency levels, Media Selection considerations, Media weight theories, computers & models, Media selection - Classification – Introduction, Classification of Media.

UNIT –IV LAYOUT OF ADVERTISEMENT**(12 HRS.)**

Creative strategy - Planning and Development – advertising creativity – the creative individual- creative process- creative strategy development.-copy writing- copy structure-characteristic of effective copy-advertisement layout - layout procedure- principles of effective layout.

UNIT –V ADVERTISING EFFECTIVENESS**(12 HRS.)**

Advertising Research -Evaluating Advertising Effectiveness- reasons for testing advertising-measuring effectiveness of advertising – pretesting - theme testing – copy research - post testing.

SELF STUDY:

Ethics in Advertising

TEXT BOOK :

1. Advertising Management – An Indian Perspective P.K. Agarwal, Pragati Prakashan Publication, 2019 , Chapters: 10,11,12,13,14,16,17,18,19,21,22

REFERENCE BOOKS :

1. Advertising Management – V Edition - Rajeev Batra, John G. Myers, David A. Aaker Prentice Hall of India Pvt. Ltd., New Delhi.,2013
2. Advertising Management concepts and cases – Manendra Mohan, 1st ed., Tata McGraw- Hill publishing Company Limited, 2017
3. Advertising Management –Rathor, Himalaya Publishing House.,2013

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://www.eiilmuniversity.co.in/downloads/Advertising-Management.pdf>
2. http://www.cbsmohali.org/course_material/third_semester/Advertising%20Management%20MBA%20902.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Understand the need for advertisement and current scenario in advertising.	K2	PSO1
CO 2	Explain the role of advertising agencies.	K2	PSO2
CO 3	Create advertisement for a product.	K3	PSO3
CO 4	Assess the various media for advertising.	K4	PSO4
CO 5	Compile research and advertising effectively.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA305	Sales And Distribution Management	Major Elective	5	5

COURSE DESCRIPTION

This course introduces the participants to sales and distribution practices. It exposes the participants to the tools and strategies necessary for designing, motivating and evaluating sales and distribution systems.

COURSE OBJECTIVES

This course enables students to understand the concept of sales and Distribution system.

UNITS

UNIT –I SALES MANAGEMENT (12 HRS.)

Evolution of the sales Department- Objectives of Sales Management- Sales Management and Financial results-Sales executives as Coordinator - Organization and coordination-Planning and coordination- Coordination with the other elements in the Marketing Program-Coordination with the distribution network-Coordination and Implementation of overall Marketing strategy-Sales Management and Control-Sales control- Informal and Formal Sales Control and organization.

UNIT –II SALESMANSHIP (12 HRS.)

Theories of selling-AIDAS theory of selling-Right set of Circumstance theory of selling- Buying Formula theory of selling –Behavioural Equation theory – prospective steps in prospecting- Sales Resistance- Closing sales.

UNIT –III PERSONAL SELLING (12 HRS.)

Objectives-personal selling in the marketing mix-Role of personal selling in pricing strategy-Role of personal selling in Distribution strategy –Role of personal selling in promotional strategy

UNIT –IV SALES FORCE MANAGEMENT (12 HRS.)

Recruitment-Selecting Sales personal-Planning Sales training programs- Executives and evaluating Sales training program - Motivating Sales personal – Controlling sales personal

UNIT –V DISTRIBUTION MANAGEMENT (12 HRS.)

Marketing channels and the physical Distribution approach – Factors affecting the selection of Distribution channel. Transportation and physical distribution systems- Warehousing, order processing. Inventory Decisions EOQ, ABC Analysis, and Forecasting as an aid to distribution

SELF STUDY:

Transportation and physical distribution systems

TEXT BOOK :

1. Still, Richard R.,Sales Management: Decisions, Strategies and Cases / Richard R Still, Edward W Cundiff and Norman A P Govoni. --5th ed.,Pearson Education Inc.,Delhi., 2013

REFERENCE BOOKS :

1. Johnson, Eugene M., Sales Management: Concepts, Practices and Cases / Eugene M Johnson, David L Kurtz and Eberhard E Scheuing.,New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 1994.
2. Futrell, Charles M.,Sales Management: Teamwork, Leadership, and Technology. --6th ed.,New York: Holt Rinehart and Winston Inc, 2001.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://www.stet.edu.in/SSR_Report/Study%20Material/PDF//MBA/6-2.pdf
2. <http://www.mgcub.ac.in/pdf/material/20200408021448bb3f8e0efa.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the Concept of selling and sales management.	K2	PSO1
CO 2	Explain the theories on salesmanship and personal selling.	K2	PSO2
CO 3	Assess the role of personal selling in distribution and promotional strategy.	K3	PSO3
CO 4	Discuss sales force management and training programme.	K4	PSO4
CO 5	Analyse channel of distribution and various distribution systems.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA306	Customer Relationship Management	Major Elective	5	5

COURSE DESCRIPTION

This course plans to impart a sound introduction and components involved in CRM.

COURSE OBJECTIVES

This course helps the students to understand the CRM as a business strategy.

UNITS

UNIT –I INTRODUCTION

(12 HRS.)

Significance of customer relationship management – why organizations lose their customers – strategies for building relationship – modules in CRM – customer service and support applications – CRM applications and objectives- key requirements for CRM – marketing dynamics relating to CRM – CRM channels of customer interactions. Electronic CRM, Enterprise CRM, Partner relationship management, collaborative CRM, Supplier Relationship management, Mobile CRM, X-CRM, Operational – Analytical CRM

UNIT-II BUILDING CUSTOMER RELATIONSHIP MANAGEMENT (12 HRS.)

Customer Acquisition -input for Acquisition – Requisites for Effective acquisition- attention on Adoption process – customer interaction management (CIM) – Routes to CIM- customer retention – stages of retention in the customer life cycle – sequences in retention process – perceptual gaps and relation – retention centred organization – recovery of lapsed customer – customer's defect- strategies to prevent defection and recover lapsed customers.

UNIT –III CRM PROCESS

(12 HRS.)

Introduction and objectives of a CRM process – CRM business transformation – CRM: A comparison with CMM Levels.

UNIT –IV CRM IMPLEMENTATION (12 HRS.)

Choosing the right CRM solution – the warning of implementation – implementation CRM: A step-by-step process- best practices – scope

UNIT –V AN INSIGHT INTO E-CRM (12 HRS.)

Evolution to eCRM – CRM and eCRM: the difference – need to adopt eCRM – basic requirement of eCRM – three dimensions in eCRM – key eCRM features- CRM architecture – Customer interaction – method –problems with eCRM solutions – eCRM tools- portals.

SELF STUDY:

CRM business transformation

TEXT BOOK :

1. Mohamed, H Peeru, Customer Relationship Management: A Step-By-step Approach, New Delhi: Vikas Publishing House Pvt Ltd, 2013.

REFERENCE BOOKS :

1. James G. Barnes, Secrets of Customer Relationship Management: It's all about how you make them feel, McGraw Hill., 2006.
2. Stanley A. Brown and Moosha Culcz, Performance Driven CRM: How to make your CRM vision a reality, Wiley publications, 2006.
3. Cartwright, Roger I., Mastering Customer Relations, Chennai: Macmillan, 2000.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.onebusiness.ca/sites/default/files/MEDI_Booklet_Customer_Relationship_Management_Accessible_E.pdf
2. https://ebooks.lpude.in/management/bba/term_6/DMGT308_CUSTOMER_RELATIONSHIP_MANAGEMENT.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Assess the need for and different mode of CRM.	K2	PSO1
CO 2	Identify various aspects related to CRM.	K2	PSO2
CO 3	Explain customer relationship Management process.	K3	PSO3
CO 4	Analyze the implication of CRM.	K4	PSO4
CO 5	Compile E-CRM with traditional CRM.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA308	Brand Management	Major Elective	5	5

COURSE DESCRIPTION

This course provides students with insights into how profitable brand strategies can be created and the implications for brand management professionals.

COURSE OBJECTIVES

This Course provides and insight to the concept of brand and brand management.

UNITS

UNIT I : INTRODUCTION

[12 HRS]

Brand – Brand identify – Brand Image – brand Personality – Brand Loyalty and the connected issues. Brand Positioning – Repositioning – Brand Equity: Conceptualization and measurement.

UNIT II : PRODUCT

[12 HRS]

Life Cycle as a strategic tool – New product development process- New product Development Team – achieving cross functional integration

UNIT III : PRODUCT ELEMENT DECISION

[12 HRS]

Introduction – package design – Test marketing – product launch strategies- Product Market strategies for Indian Brands

UNIT IV : BRAND PORTFOLIO MANAGEMENT

[12 HRS]

Brand extension – Line extensions – Brand harvesting strategies – Brand building strategies.

UNIT V: BRAND VALUATION

[12 HRS]

Brand audit – Brand management plan – Role of product managers, Brand managers – Organizing the Brand Management systems.

SELF STUDY:

Marketing Strategies for Indian Brands

TEXT BOOK :

1. Gupta, S L. Brand Management: Text & Cases (an Indian Perspective)., Mumbai: Himalaya Publishing House, 2005.

REFERENCE BOOKS :

1. Verma, Harsh. Brand Management. New Delhi: Excel Books, 2002.
2. Moorthi, Y L R., Brand Management: The Indian Context. New Delhi: Vikas Publishing House Pvt Ltd, 2010.
3. Aaker, David A. Brand Leadership. New York: Charles Scribner's Sons, 2000.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://ebooks.lpude.in/management/mba/term_4/DMGT508_PROD_UCT_AND_BRAND_MANAGEMENT.pdf
2. http://brandabout.ir/wp-content/uploads/Keller_Strategic_Brand_ManagementBookFi.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Revise branding, positioning and connected issues.	K2	PSO1
CO 2	Compile new product development with branding.	K2	PSO2
CO 3	Discuss product launch strategies.	K3	PSO3
CO 4	Analyze the role of brand in Portfolio Management.	K4	PSO4

CO 5	Explain brand management plan and systems.	K5	PSO5
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PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA309	Digital Marketing	Major Elective	5	5

COURSE DESCRIPTION

This course enables the students to learn and master the complete landscape of online marketing and associated channels.

COURSE OBJECTIVES

This course makes the students integrate recent technology in marketing.

UNITS

UNIT I : FUNDAMENTALS OF DIGITAL MARKETING [12 HRS]

Introduction – Past, present and future scenario of digital marketing – fundamentals of digital marketing

UNIT II : CONSUMER BEHAVIOR [12 HRS]

Introduction – consumers in 21st century - Online consumer behaviour: Hoffman's model – consumer buying process – environmental factors influencing customer choice – types of consumer buying behaviour- online consumer behavioural pattern – online behavioural targeting – web marketing

UNIT III : MARKETING STRATEGY [12 HRS]

E-Marketing research – Segmentation – Targeting – Differentiation and positioning strategies for digital marketing

UNIT IV : DIGITAL MARKETING MIX PLANNING [12 HRS]

Product decisions – pricing decisions – promotion decisions – internet for distribution

UNIT V: LEGAL AND ETHICAL ISSUES [12 HRS]

Overview – ethics and ethical codes- problem of self regulation – Privacy – Digital property: patents, copyright, trademarks, licenses, trade secrets and data ownership – electronic payment system - emerging issues

SELF STUDY:

Web marketing

TEXT BOOK :

1. e-Marketing – Judy Strauss and Raymond Frost – Prentice Hall of India,

REFERENCE BOOKS :

1. e- Marketing – Prof. Vinod V.Sople- Dreamtech publications
2. Understanding Digital marketing- Damian Ryan and Calvin Jones – Kogan Page India Pvt Ltd
3. e- Marketing – Malcolm McDonald and Hugh Wilson – Pearson.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.digitalmarketer.com/digital-marketing/assets/pdf/ultimate-guide-to-digital-marketing.pdf>
2. <https://netmining.com/wp-content/uploads/2015/09/Netmining-Marketing-Big-Book.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Explain the evolution of digital marketing.	K2	PSO1
CO 2	Revise consumer buying behaviour and process.	K2	PSO2
CO 3	Analyse segmentation, Targeting and positioning in digital marketing.	K3	PSO3

CO 4	Assess digital marketing mix.	K4	PSO4
CO 5	Discuss relevant issues related to digital marketing.	K5	PSO5

PROGRA MME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA311	E – Commerce	Major Elective	5	5

COURSE DESCRIPTION

This course illustrates the electronic way of commerce and trade in the business world. The various models of e-commerce, e-payment modes and the safety approached in transactions are also included in this course for the better understanding of the students.

COURSE OBJECTIVES

To enable the students to know the electronic way of business and trade and to get in depth

UNITS

UNIT I: e-COMMERCE [12 HRS]

Environment & opportunities – background – E-Com environment – electronic market place technologies – applications – impact on market and society – impact on business environment – challenges – evolution – Indian scenario – international scenario.

UNIT II: MODELS [12 HRS]

overview – Electronic data interchange – Electronic commerce with www/internet – types of digital channels – merits and demerits – business to consumer – business to business – peer to peer – consumer to consumer – mobile commerce.

UNIT III: SAFETY APPROACHES [12 HRS]

Overview – Secure transport protocols – secure transactions – Secure Electronic payment Protocol (SEPP) – SET certificates for authentication – security on web servers & enterprise networks – conclusion.

UNIT IV: e-CASH**[12 HRS]**

Internet monetary payment & security requirements – payment & purchase order process – online Electronic cash – settlement system – mechanism of transaction – processing cycle for online payment – regulatory acts and laws.

UNIT V: SECURITY & APPLICATIONS**[12 HRS]**

Need for computer security – specific intruder approaches – security strategies – security tools – Encryption – Enterprise networking and access to the internet – Antivirus programs – security teams. Advertising on the Internet, Electronic Publishing – EP, Web based electronic publishing

SELF STUDY:

Electronic market place technologies.

TEXT BOOK :

1. Janice Reynolds , The Complete E-Commerce Book, Europe, McGraw-Hill Education, 2015

REFERENCE BOOKS :

1. Minoli, Daniel, Web Commerce Technology Handbook., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2015.
2. Kamlesh K Bajaj, E-Commerce / Kamlesh K Bajaj, and Nag Debjani. -- 2nd ed. New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2005.
3. Murthy, C S V, Enterprise Resource Planning: Text and Case Studies., Mumbai: Himalaya Publishing House, 2008

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://irpcdn.multiscreensite.com/1c74f035/files/uploaded/introduction-to-e-commerce.pdf>
2. <https://www.geektonight.com/e-commerce-notes/>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S	PSOs ADDRESSED

		TAXONOMY)	
CO 1	Create an idea about e-market and its opportunities.	K2	PSO1
CO 2	Give a frame work of various modes of e-commerce.	K2	PSO2
CO 3	Emphasize the securities and safety measures for online transactions.	K3	PSO3
CO 4	Sketch out the mode of purchase and cash payments.	K4	PSO4
CO 5	Insist on upcoming trends in e-commerce.	K5	PSO5

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/WEEK	CREDITS
MBA	19MBA312	Introduction To GUI & Visual Basic	Major Elective	5	5

COURSE DESCRIPTION

This course aims to introduce the students about graphical user interface and its applications in business. The SQL, programming and its concepts are also focused in this course for the knowledge of the students in recent developments in software and systems technology.

COURSE OBJECTIVES

To provide sound knowledge on visual Basic concepts and its application in business

UNITS

UNIT I: GUI [12 HRS]

Introduction – Front end tools – Applications – Criteria of choosing front end tool – Introducing visual basic – Adding code & using events – user interface and interactions – WIMP – concepts and importance.

UNIT II: INTRINSIC VISUAL BASIC CONTROLS [12 HRS]

Meaning – applications of Intrinsic Visual basic controls – working with strings – control properties – object, value and property – control methods – control events – widgets and descriptions

UNIT III: CONTROL STATEMENTS [12 HRS]

Working with numbers – Using control statements – if – loop – for – while – switch – format and algorithm – blocks – call – return statements

Unit IV: VB applications [12 HRS]

Using Dialog boxes – Using menus in VB applications – design – automations – security concerns – development – performance and other

issues – creating application – managing macros – importance and applications

UNIT V: FILES & DATA BASE

[12 HRS]

Using Files & Data base – creating database application – connecting data control to database – database access – ADO.NET object model – data provider – concepts – data set – components

SELF STUDY:

Using menus in VB applications.

REFERENCES:

TEXT BOOK :

1. Gottfried, Byron, S, Visual Basic, New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2001.

REFERENCE BOOKS :

1. Kent, Jeff, Visual Basic 2005 Demystified.,New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2006.
2. VB.NET Language in a Nutshell, Steven Roman, 1st Edition, O'Reilly Media, 2016.
3. Beginning Visual Basic 2015, Bryan Newsome , 1st Edition, Wrox , 2016

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.digitalmarketer.com/digital-marketing/assets/pdf/ultimate-guide-to-digital-marketing.pdf>
2. <https://netmining.com/wp-content/uploads/2015/09/Netmining-Marketing-Big-Book.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S	PSOs ADDRESSED

		TAXONOMY)	
CO 1	Insists on applications of Front end tools	K2	PSO1
CO 2	Provide knowledge about working with strings.	K2	PSO2
CO 3	Give views on usage of control statements	K3	PSO3
CO 4	Provide information about VB menus.	K4	PSO4
CO 5	Explain the usage of files and database.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA313	Enterprise Resource Planning	Major Elective	5	5

COURSE DESCRIPTION

This practical course gives knowledge about the applications of enterprise resource planning in various functions of an organisation. This course insists on the various technologies such as SAP, e-payment, e-HRM, OLAP.

COURSE OBJECTIVES

To enable the students to gain in depth knowledge on recent developments in Enterprise Resource Planning and its concepts.

UNITS

UNIT I: INTRODUCTION OF ERP [12 HRS]

Introduction – ERP – An overview – Enterprise – An overview Benefits of ERP – ERP and related Technologies – Business Process Reengineering - Data warehousing - Data Mining – Online analytical Processing – Supply Chain Management.

UNIT II: ERP - A MANUFACTURING PERSPECTIVE [12 HRS]

Introduction – Master Production Schedule – Bill of material – Capacity requirement Planning – Loading / Scheduling – Engineering change Management – JIT / Repetitive manufacturing.

UNIT III: ERP MODULES - FINANCE [12 HRS]

Introduction – Day Books (Cash / Bank / Purchase / Sales) – Ledger – Accounts receivable – Accounts Payable – Budget – Costing methods. Production: Supplier selection and monitoring – purchase ordering system – inventory Management system – Quotation – Order processing –

Distribution.Human Resources: Pay roll – Incentive schemes – ESI/PF, Career Planning.

UNIT IV: ERP MARKET**[12 HRS]**

Introduction – SAP AG – Baan Company –People soft company – Oracle corporation – System software Associates, Inc (SSA)

UNIT V: ERP IMPLEMENTATION**[12 HRS]**

Life cycle – Introduction – Pre-evaluation screening – package evaluation – Project Planning – Gap analysis – Reengineering Configuration – Implementation Team training – testing – Going live – End user training – Post implementation. Implementation Issues – Organizing the Implementation – Vendors, consultants and users – cultural related issues – Project monitoring – Continuous improvements system – Future Direction in ERP.

SELF STUDY:

Future Direction in ERP.

TEXT BOOK :

1. Leon, Alexis.,Enterprise Resource Planning, New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2010.

REFERENCE BOOKS :

1. Garg, Vinod KumarVenkitakirshnan, N., Enterprise Resource Planning: Concepts and Practice.,New Delhi: Prentice Hall of India Pvt Ltd, 2011.
2. Murthy, C S V,Enterprise Resource Planning:Text and Case Studies.,Mumbai: Himalaya Publishing House, 2008.
3. ERP Demystified, Allen, Tata mcgraw hill, newdelhi, 2011

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://www.fitrix.com/wp-content/uploads/Whitepaper_What_Is_ERP.pdf
2. https://www.zapmeta.co.in/ws?q=enterprise%20resource%20plan&asid=zm_in_gb_1_gc1_01&mt=b&nw=g&de=c&ap=&ac=1854&cid=1755987730&aid=68613435277&kid=kwd-

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Frame an outline of ERP and its related technologies.	K2	PSO1
CO 2	Outline the Manufacturing module of ERP.	K2	PSO2
CO 3	Explain the finance and production module of ERP.	K3	PSO3
CO 4	Insist on the Frame work and the market of ERP along with its leading.	K4	PSO4
CO 5	Brief out the ways of ERP implementation and its Process.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA314	Knowledge Management	Major Elective	5	5

COURSE DESCRIPTION

This course explores the concepts in knowledge database, knowledge architecture and its subsequent implications in business. This course also insists the development of knowledge base in the organisation for is better focus on the functions of the organisation.

COURSE OBJECTIVES

To focus on the linkages of strategy and information technology to manage knowledge management in a rapid change environment.

UNITS

UNIT I: EMERGING BUSINESS [12 HRS]

Introduction-Emerging Business environment-KM imperatives-Demystifying KM-Components of strategic capabilities-Portfolio of approaches -Benefits of KM .

UNIT II: KNOWLEDGE [12 HRS]

Type of Knowledge- Knowledge Management process-Managing KM-Impact of Knowledge Management on organization design- Challenges in KM

UNIT III: ANALYSING [12 HRS]

Vision, Mission and Level of KM-Analysing Industry Environment-Sources of Competitive Advantage-Process of KM and strategy formulation-Implementation Issues

UNIT IV: ARCHITECTURE [12 HRS]

Knowledge architecture - System, Technology and people Issues in KM-Anatomy of KM-Global dimensions of KM-HR Deployment-Communities of Practice (CoP) and KM-Pitfalls of KM.

UNIT V: SUCCESS FACTORS [12 HRS]

Critical success factors in KM-Working social networking-Resources of KM-Digital hub-Impact of information technologies-KM: The Indian Experience.

SELF STUDY:

Global dimensions of KM.

TEXT BOOK :

1. Archana Shula, R.Srinivasan, Designing KM Architecture-, Response Book Publishers, Mumbai , first edition, 2015.

REFERENCE BOOKS :

1. Michael ED.Koenig, T.Kanti Srikantaiah , KM Lessons Learned- -John Wley And Sons Inc., 2010
2. Thomas H.Daveport , Leveraging HR & KM in changing Economy- Berrett Koehler publishers, 2013
3. Todd.R.Groff, Thomas.P.Jones , Introduction to KM- -Butterworth Publications 2010

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.johngirard.net/km/>
2. http://www.cs.unibo.it/~gaspari/www/teaching/slides_KM1a.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Introduce the knowledge management components and its benefits.	K2	PSO1
CO 2	Give an outline of Knowledge Management process and challenges.	K2	PSO2
CO 3	Emphasize on Industrial	K3	PSO3

	environment and its issues.		
CO 4	Brief out the anatomy of Knowledge Management.	K4	PSO4
CO 5	State the critical success factors in Knowledge Management.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA322	Project Financing	Major Elective	5	5

COURSE DESCRIPTION

The course on Project Financing enables the project idea conception, project appraisal, and evaluating competencies of learners. The course provides knowledge on project risk evaluation techniques.

COURSE OBJECTIVES

This course is aimed at developing project ideas and infusing project appraisal, implementation & evaluating skills among the students

UNITS

UNIT I : INTRODUCTION

[12 HRS]

Capital Investment – Importance & difficulties – Phases of capital Budgeting – Facets of Project analysis – Generation of Ideas – Environment and corporate Appraisal – Scouting for Project Ideas – Project classification – Project identification – Criteria for selecting particular Project – Steps in Project formulation – Project Implementation and Evaluation.

UNIT II : CONTENTS OF PROJECT REPORT

[12 HRS]

Narrative Part – Financial Estimates and Projections – Cost of Project – Means of Finance – Cost of Production – Working capital requirements and its financing – Profitability Projections – Projected Cash Flow Statement – Projected Balance Sheet.

UNIT III: PROJECT APPRAISAL BY FINANCIAL INSTITUTIONS [12 HRS]

Institutional Framework – Role of National and State level Financial Institutions & Banks, Institutional policies and procedures – Market potential, Technical feasibility – Managerial capability – Promoters background and their financial strength – Financial Appraisal, Economic Appraisal and Government Priorities etc.

UNIT IV : USE OF TECHNIQUES IN SELECTION**[12 HRS]**

Project Cash Flows – Elements of cash flow stream – Basic Principles of cash flow estimation – Risk Analysis – Sources and perspectives of Risk – Break Even Analysis – Sensitivity Analysis – Hillier Model – Managing risk – Project selection under Risk – Social Cost Benefit Analysis - UNIDO Approach – Little–Mirrless Approach.

UNIT V: FINANCING OF PROJECTS**[12 HRS]**

Financing of Modernization & Balancing Equipments – Bills discounting scheme – suppliers line of credit – Equipment Leasing – Various grants by Governments – Financing through Equity and preference capital – Internal accruals – Term Loans – Debentures – working Capital advance – Venture Capital – Raising Capital in International markets.

SELF STUDY:

Role of National and State level Financial Institutions & Banks

TEXT BOOK :

1. Prasanna Chandra, Projects:planning, Analysis, Selection, Financing, Implementation & Review. --8th ed., New Delhi: Tata Mc Graw -Hill Publishing Company Ltd, 2014.

REFERENCE BOOKS :

1. Desai, Vasant., Project Management: Prospects, Analysis, Finance, Management, Monitoring & Control, --4th ed., Mumbai: Himalaya Publishing House, 2018.
2. Gopalakrishnana, P and Ramamoorthy, V. E, Textbook of Project Management, London, England: Macmillan Publishers India, 2014.
3. Machiraju, HR, Introduction to Project Finance: An Analytical Perspective, New Delhi: Vikas Publishing House Pvt Ltd, 2001.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://www.untag-smd.ac.id/files/Perpustakaan_Digital_1/FINANCE%20Project%20Finance%20in%20Theory%20and%20Practice.pdf
2. <http://alsf.afdb.org/sites/default/files/resources/Understanding%20Power%20Project%20Financing%20.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Explore project ideas & assess project identification criteria	K2	PSO1
CO 2	Design project report and evaluate financial estimates and projections	K2, K3	PSO2
CO 3	Plan appraisal of projects by various financial institutions	K3	PSO3
CO 4	Compute project evaluation using techniques and analyse project risks	K4	PSO4
CO 5	Predict sources of raising finance for projects	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA323	Strategic Financial Management	Major Elective	5	5

COURSE DESCRIPTION

The course inculcates the strategic approach to financial management and develops the diagnostic skills of learners on valuation of firm.

COURSE OBJECTIVES

This Course intends to develop Strategic approach to financial management and inculcate ethical aspects of Strategic Financial Management.

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Strategy and strategist- Nine S model – Strategic Financial Management vs. Financial management – Strategic financial objectives- Conceptual framework of strategic financial management – Balance Score Card Approach.

UNIT II : FINANCIAL MODELS

[12 HRS]

Financial Planning and forecasting – Simple optimization model – Simulation model – Model development – Conditions for the successful use of the models.

UNIT III : VALUATION

[12 HRS]

Basics of valuation- Equity valuation vs. Firm valuation – Equity valuation models – Different approaches- Applicability and limitations of Discounted Cash-flow – Inflation and asset revaluation – Management Decisions – Corporate Strategy and Firm value.

UNIT IV : CORPORATE RESTRUCTURING

[12 HRS]

Scope – Symptoms – Mechanics – Costs and benefits – Restructuring plan – Stages –Acquisitions – Takeovers – Mergers and Joint ventures – Leveraged Buy Out (LBO) –Classification of acquisitions – Motives – Valuing synergy –

Valuation methods – Legal aspects – Takeover code – Strategic cost management – Costing Migration – Activity Based Costing (ABC) – Activity Cost Management – Resource Consumption Model – Target Costing – Life Cycle Costing – Kaizen Costing.

UNIT V: ETHICAL ASPECTS IN SFM**[12 HRS]**

Financial Engineering – Holistic Approach – Tool kit – Process engineering – Financial Metrics – Ethical aspects of strategic financial management – Economic combinations – Assessment of ethical financial performance – Accounting disclosures – Corporate Governance.

SELF STUDY:

Management Decisions – Corporate Strategy and Firm value

TEXT BOOK :

1. Jakhotiya, G P., Strategic Financial Management, New Delhi: Vikas Publishing House Pvt Ltd, 2011.

REFERENCE BOOKS :

1. Damodaran, Aswath., Corporate Finance: Theory and Practice, Singapore: John Wiley & Sons Pvt. Ltd, 2014.
2. Bishop.E.B, Pedley Smith.S, Ogilvie.J and Parkinson.C, Strategic financial management- CIMA Materials, Viva Edition, Mumbai,2017.
3. Prasanna Chandra, Financial Management: Theory and Practice. –9th ed., New Delhi: Tata Mcgraw Hill Publishing Company, 2015.
4. Thomas walther, Hentry Johansson, John Dunleavy, Elizabeth Hjelm, “Reinventing the CFO: Moving from Financial Management to Strategic Management”, Coopers & Lybrand, McGraw – Hill, Newyork.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.icsi.edu/media/webmodules/Financial%20and%20Strategic%20Management.pdf>
2. <https://mastermindsindia.com/SFM%20SM.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline SFM model and identify conceptual framework	K2	PSO1
CO 2	Explain financial models and apply models successfully	K2, K3	PSO2
CO 3	Use equity and firm valuation models and formulate management decisions	K3	PSO3
CO 4	Apply corporate restructuring methods and strategic cost management techniques	K4	PSO4
CO 5	Plan for financial innovations and asses ethical financial performance	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGOR Y	HRS/ WEEK	CREDITS
MBA	19MBA324	Fundamentals Of Insurance Management	Major Elective	5	5

COURSE DESCRIPTION

The course enables the learners to acquaint understanding on Insurance policies and familiarise the mechanism of Insurance services. The course hones up the skills of managers to compute insurance premiums and bonuses.

COURSE OBJECTIVES

This course seeks to develop knowledge on insurance mechanism of various policies

UNITS

UNIT I : LIFE INSURANCE [12 HRS]

Definition – History – Concept of Risk – Mechanism of Insurance – Business of Insurance – Role of Insurance in Economic Development. Principles – Utmost Good faith – Material Fact – Fundamentals of agency law – Agents – Insurance Documents.

UNIT II : PLANS OF LIFE INSURANCE [12 HRS]

Term insurance – Pure Endowment –Whole life insurance – Endowment – Assurance – Annuities – Unit linked policies – Rider option & guarantee – Group insurance policies – Insurance companies in India.

UNIT III : PREMIUMS & BONUSES [12 HRS]

Basics of determining Premium – Extra Premium – Rider premium – Computation of Benefit – Underwriting.

UNIT IV : GENERAL INSURANCE [12 HRS]

General Insurance Business Act 1972 – History of General Insurance – Insurance forms – Proposals – Cover notes – Personal Accident Insurance – Health Insurance – Rural Insurance.

UNIT V: OTHER TYPES OF GENERAL INSURANCE [12 HRS]

Scope of standard policies – Fire – Marine – Motor – Aviation Engineering – Agricultural Insurance – Special Classes of Insurance – Oil and Energy – Satellite Insurance.

SELF STUDY:

Special Classes of Insurance – Oil and Energy – Satellite Insurance

TEXT BOOKS :

1. Gupta, PK., Insurance and Risk Management. –2nd ed., Mumbai: Himalaya Publishing House, 2017.
2. Ganguly, Anand, Insurance Management, New Delhi: New Age International Pvt. Ltd, 2007.

REFERENCE BOOKS :

1. IC O2 (Practices of life insurance)
2. IC 30 (Principles & Practice of life insurance)
3. IC 11 (Practice of General Insurance)
4. IC 81 (Mathematical Basis of life insurance)
5. IC 82 (Statistics)
6. IC 34 (General Insurance)
7. Study guide – Insurance Institute of India, Mumbai
8. Neelam, Gulati, C., Principles of Insurance Management, New Delhi: Excel Books, 2012.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://d3epuodzu3wuis.cloudfront.net/R014.pdf>
2. <http://www.himpub.com/documents/Chapter1906.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concepts of risk in 'Life insurance' and explain the fundamentals of agency law and explain the fundamentals of agency law	K2	PSO1
CO 2	Explain life insurance plans and identify insurance companies in India	K2, K3	PSO2
CO 3	Compute Premiums and Bonuses for insurance policies	K3	PSO3
CO 4	Evaluate general insurance Business and its forms	K4	PSO4
CO 5	Assess other types of general insurance	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA325	Banking And Financial Institutions	Major Elective	5	5

COURSE DESCRIPTION

The course offers a comprehensive outlook on the financial institutions and in particular develops the profound knowledge on operations of banks.

COURSE OBJECTIVES

This course aims to enhance the ability of students to explicate the operations and latest technology of financial institutions and banks

UNITS

UNIT I : INTRODUCTION [12 HRS]

Indian Financial system – Structure – overview of financial institutions – Unique economic functions – Classification of Financial institutions – Banking & Non-banking, Intermediaries & Non-intermediaries. Indian Banking system – Public and private sector banks – Indian banks' operations in abroad – Local area banks – Scheduled, Non-Scheduled banks – Banking system after Nationalization.

UNIT II : DEVELOPMENT FINANCIAL INSTITUTIONS (DFI) [12 HRS]

Evolution of DFIs – Changing role – Policy measures – IFCI, IDBI, IIBIL, SIDBI, IDFC, EXIM Bank of India, NABARD, ICICI, SIDCs and SFCs.

UNIT III : RISK MANAGEMENT IN FINANCIAL INSTITUTIONS [12 HRS]

Various types of risks incurred by Financial institutions – Credit risk – Liquidity risk – Interest rate risk – Country / Sovereign risk – Technology & operational risk – Insolvency risk – Other risks and interaction among risks.

UNIT IV : BANKING OPERATIONS AND REGULATIONS [12 HRS]

Banker-customer relationship – NPAs – Impact – Consequences – Identification – Early warning signals – Innovative banking services – Retail banking – Retail lending schemes – Liability focused segment – RBI – Legal

framework – Main functions – Functions of various departments - Banking regulations – CRR – SLR – CRAR – Income Recognition norms – RBI's Model policy on bank deposits .

UNIT V: TECHNOLOGY IN BANKS**[12 HRS]**

Internet banking – Payment & settlement system – New age clearing – credit card operations – EFT – ECS – MICR – CBS – Cheque truncation – New Age payment – National Gateways – RTGS – National financial switch – SFMS – New Age payment – International gateways – SWIFT – Latest in banking – Autonomy package for banks – Tax matters – 12 hour banking – Dematerialization – Mutual fund – Insurance business by banks.

SELF STUDY:

Insurance business by banks.

TEXT BOOKS :

1. Saunders Anthony and Marcia Millon Cornett, Financial Markets and Institutions: An Introduction to the Risk Management Approach,--3rd ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2007.
2. Saravanavel, P, Modern Banking in India and Abroad. ,New Delhi: Galgotia Publications Ltd, 2000.

REFERENCE BOOKS :

1. Bharati, V Pathak, Indian Financial System, --5th ed., Singapore: Pearson Education, Inc, 2014.
2. Vijaragavan Iyengar, G., Introduction to Banking, New Delhi: Excel Books, 2008.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://jnujprdistance.com/assets/lms/LMS%20JNU/Dual%20Degree%20Courses/PGDBA%20+%20MBA/Sem%20IV/Finance/Financial%20Institution%20&%20Services/Financial%20Institution%20&%20Services.pdf>
2. https://www.researchgate.net/publication/48990170_Finance_and_financial_institutions

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the structure, functions & operations of Indian financial and banking system	K2	PSO1
CO 2	Explain the role and policy measures of Development Financial Institutions	K2, K3	PSO2
CO 3	Analyse risk management in FIs and assess the interaction among various risks	K3	PSO3
CO 4	Discuss NPA management RBI functions and norms	K4	PSO4
CO 5	Evaluate latest technology in banks in Payment & Settlement system.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA326	Derivatives & Markets	Major Elective	5	5

COURSE DESCRIPTION

The course presents a framework of various derivative and commodity products in the market. The course attempts to enhance the assessment expertise of managers on trading mechanism of derivative and commodity market.

COURSE OBJECTIVES

This course seeks to acquaint students with instruments and rules of Derivative and Commodity markets.

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Derivatives – Meaning – History & Evolution of derivatives - Functions of derivative markets – Risks associated with derivatives – Commonly used derivative products

UNIT II: DERIVATIVE RULES & BY-LAWS

[12 HRS]

Definition – Eligibility criteria for derivative exchange – Trading system – trading members – trading parameters – code of conduct for trading members – clearing mechanism for derivatives segment – margins & exposure limits – clearing bank

UNIT III: STOCK INDEX FUTURES

[12 HRS]

Concept of stock index – Stock index futures as a Portfolio Management tool – Speculation and Stock index futures – Stock index futures trading in Indian Market

UNIT IV: INTEREST RATE FUTURES

[12 HRS]

Meaning - Types of interest rates – Underlying markets – Treasury bill futures – Euro-dollar futures – Treasury bonds & treasury notes

UNIT V: COMMODITY FUTURES

[12 HRS]

Commodity futures trading in India – Multi-commodity exchanges – Commodity futures contracts – Trading mechanism – Role of commodity futures market

SELF STUDY:

Types of interest rates.

TEXT BOOKS :

1. Gupta, S. L., Financial Derivatives – Theory, Concepts & Problems, New Delhi: Prentice Hall of India Pvt. Ltd., 2017.
2. Kevin, S, Commodity and financial derivatives, 2nd ed., PHI learning private limited, Delhi, 2014.

REFERENCE BOOKS :

1. A.N.Sridhar, Futures & Options – Equities – Trading Strategies & Skills, 4th edition, Shroff Publishers & Distributors Pvt. Ltd., Mumbai, 2011.
2. D.C.Patwari, Options and Futures in an Indian Perspective, 4th ed., Jaico Publishing House, Mumbai, 2006.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.bseindia.com/downloads/Training/file/BCDE.pdf>
2. https://fac.ksu.edu.sa/sites/default/files/derivatives_markets_3e_0.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Identify derivative products and explain risks associates with derivatives	K2	PSO1
CO 2	Outline the rules and bye-laws for	K2, K3	PSO2

	derivatives market		
CO 3	Explain the concept of Stock index futures	K3	PSO3
CO 4	Assess types of interest rate futures	K4	PSO4
CO 5	Evaluate commodity futures	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA331	Total Quality In Human Resource	Major Elective	5	5

COURSE DESCRIPTION

This course focuses on imparting knowledge about the role of TQM in HRM. It also helps to assess the various dimensions of performance to integrate implication plan for managing HR.

COURSE OBJECTIVES

This course aims at imparting TQM concepts and developing the HR for implication.

UNITS

UNIT I : TOTAL QUALITY MANAGEMENT [12 HRS]

Meaning, Significance – Role of Total Quality in Human Resources Management

UNIT II : CUSTOMER SATISFACTION [12 HRS]

Strategy Dimensions – Business Strategy Planning and management – Total Quality Human Resource Strategy, Planning and Management.

UNIT III : CONTINUOUS IMPROVEMENT [12 HRS]

Process Dimensions – Business Processes, Planning and Management – Total Quality Human Resource Processes, Planning and Management.

UNIT IV : PROJECT DIMENSIONS [12 HRS]

Total Quality Human Resource Projects, Planning and Management.

UNIT V: PERFORMANCE DIMENSIONS [12 HRS]

Total Quality Human Resource Performance Planning and Management- Total Quality in Human Resource Management – Integrated Implementation Plan for Managing Human Resources – International Implementation of Total Quality in Human Resource Practices.

SELF STUDY:

Integrated Implementation Plan for Managing Human Resources

TEXT BOOKS :

1. Cole, W E.,TQM: Creating a Continuously Improving Organisation., New Delhi: Infinity Books, 2010.
2. Ho, Samuel K.,TQM: An Integrated Approach., New Delhi: Kogan Page India Pvt.Ltd, 2009.

REFERENCE BOOKS :

1. Haberer, Joann, B.,TQM: 50 Ways to Make It Work for You / Joann, B Haberer and Marylov Wendel Webb., New Delhi: Viva Books Limited, 2004.
2. Ho, Samuel K.,TQM: An Integrated Approach.,New Delhi: Kogan Page India Pvt.Ltd, 2002.
3. Mohanty, RP.,TQM: in the Service Sector.,Mumbai: Jaico Publishing House, 2002.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.longdom.org/articles/human-resource-management-and-total-quality-management--animportant-aspect-in-the-bank.pdf>
2. <https://www.sciencedirect.com/science/article/pii/S1877042814020047/pdf?md5=709c25a8ea92111c28403e12335db8f0&pid=1-s2.0-S1877042814020047-main.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the significance of total quality management and analysing	K2	PSO1

	role of TQM in HRM.		
CO 2	Explain customer satisfaction strategy dimension and asses the various TQ HR strategy planning.	K2, K3	PSO2
CO 3	Demonstrate the continuous improvement process dimension	K3	PSO3
CO 4	Analyse project dimension and assess TQHR projects, planning & Management	K4	PSO4
CO 5	Assess various dimension of performance to integrate implication plan for managing HR	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA332	Advanced Industrial Relations	Major Elective	5	5

COURSE DESCRIPTION

This course intends to explore the industrial relations in public sector. The course aims to equip students with grievance and conflict resolutions measures.

COURSE OBJECTIVES

This course aims at familiarising the concepts of industrial relations to the students

UNITS

UNIT I : INDUSTRIAL RELATION [12 HRS]

Industrial relations: concept, history and environment – Profile of industrial worker – industrial relations in the public sector – future of IR in India.

UNIT II : TRADE UNION AND COLLECTIVE BARGAINING [12 HRS]

Trade Union: concept and functions – trade union movement in India – problems of the trade union – trade union act, 1926. Collective bargaining: concept, process, type and recent trends in India.

UNIT III : INDUSTRIAL PEACE [12 HRS]

Grievance: causes and machinery – discipline: indiscipline, cause, kinds of punishment, judicial approach to discipline (Industrial employment standing orders act 1946), domestic enquiry. Industrial conflict: causes, measures of conflict resolution.

UNIT IV : WORKERS PARTICIPATION IN MANAGEMENT [12 HRS]

Workers participation in management: growth, WPM in India-works committee, joint management council, workers directors, workers participation scheme new scheme on workers participation, workers shareholders, quality of work like-workers education in India.

UNIT V: SOCIAL SECURITY AND LABOR WELFARE [12 HRS]

Social security measures – legislations relating to social security: maternity benefit act, ESI act, Provident Fund and miscellaneous act, payment of gratuity act, workmen’s compensation act. ILO: role and functions of ILO – India and ILO

SELF STUDY:

Collective bargaining concepts and process

TEXT BOOKS :

1. Monappa, Arun.,Industrial Relations.,New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2012
2. Srinivasan, S C.,Industrial Relations.,New Delhi: Vikas Publishing House Pvt Ltd, 2011.

REFERENCE BOOKS :

1. Srivastava, Suresh C.,Industrial Relations and Labour Laws. --3rd ed.,New Delhi: Vikas Publications House Pvt Ltd, 1995.
2. Sivarethnamohan, R.,Industrial Relations and Labour Welfare: Text and Cases.,New Delhi: PHI Learning Pvt.Ltd., 2010.
3. Singh, B D.,Industrial Relations: Emerging Paradigms.,New Delhi: Excel Books, 2004.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://bowenstaff.bowen.edu.ng/lectureslides/1586159541.pdf>
2. https://www.nust.na/sites/default/files/documents/IR_Vacation_School%2C_March_2016.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concepts of IR and	K2	PSO1

	explore IR in the public sector		
CO 2	Explain the concepts of trade union and collective bargaining	K2, K3	PSO2
CO 3	Identify the courses of grievances, conflicts and to discuss the conflict resolution measures.	K3	PSO3
CO 4	To discuss the workers participation in management and to know the level of workers education in India	K4	PSO4
CO 5	Analyse various legislations relating to social security and the functions of ILO	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA333	Training & Development	Major Elective	5	5

COURSE DESCRIPTION

This course aims to teach HR students the skills to design, develop and implement a training program. This course also gives a wider knowledge about OD strategies and its implementation.

COURSE OBJECTIVES

This course intends to knowledge about various methods practiced in an organisation.

UNITS

UNIT I : INTRODUCTION TO TRAINING & DEVELOPMENT [12 HRS]

Training objective s – importance – training principles – training and development plan – setting up of training programme.

UNIT II : ON-THE-JOB TRAINING [12 HRS]

On-The –Job Training Technique – Features – advantages & disadvantages – on –the job coaching, conference, career planning & guidance, critical incident, committee assignment, job rotation and assistant to position/under study.

UNIT III : OFF-THE-JOB TRAINING [12 HRS]

Off – The – Job Training Technique – features – applications – lecture method – Conferences – group discussion –seminar – programmed instruction – sensitivity – case studies – role play – simulation s- special broadening assignment – multiple management or junior boards – syndicate – sabbaticals. Evaluation process - significance – different evaluation technique.

UNIT IV: ORGANISATION DEVELOPMENT [12 HRS]

Concept – nature – origin – unique characteristics –OD Process – diagnosis – action – program management – OD Interventions – classifications – team intervention – inter group – comprehensive – Structural.

UNIT V: OD IMPLEMENTATION**[12 HRS]**

OD training T-group – behaviour modeling – life and career planning. OD strategies – action research requirements for successful OD implementation.

SELF STUDY:

Behaviour Modelling

TEXT BOOKS :

1. Bhatia, S K. Training and Development: Concepts and Practices. Emerging developments, Challenges and Strategies in HRD.,New Delhi: Deep & Deep Publications, 2007.
2. B.Janakiram Training And Development: Indian Text edition , 2007, Biztantra

REFERENCE BOOKS :

1. Bhatia, S K. Training and Development: Country Experiences / edited by K B S Kumar. Hyderabad: ICFAI University Press, 2007.
2. Bhatia, S K. Training and Development: Trends and Experiences., Hyderabad: Institute of Chartered Financial Analysis of India, 2004.
3. Bramley Peter, Training Essentials: Evaluating Training, India: Universities Press Ltd, 2000.
4. Deb, Tapomoy, Training & Development: Concepts & Applications., New Delhi: Ane Books Pvt. Ltd., 2006.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.shrm.org/certification/for-organizations/academic-alignment/faculty-resources/Documents/09-0171%20Gusdorf_T%20and%20D%20FINAL.pdf
2. https://ebooks.lpude.in/management/mba/term_4/DMGT518_TRAI_NING_AND_DEVELOPMENT_SYSTEM.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the principles of training & development	K2	PSO1
CO 2	Explain the techniques of on the job training	K2, K3	PSO2
CO 3	Identify the various techniques of the job	K3	PSO3
CO 4	Analyse the process and intervention of OD	K4	PSO4
CO 5	Assess the OD strategies and the action research requirements for OD implication	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA334	Labour Legislation	Major Elective	5	5

COURSE DESCRIPTION

This course focuses at providing a wide knowledge to students about the various Acts in relation with Labour Legislation. It also exposes students to identify the provisions in the Industrial Disputes Act. It helps the students to get an idea about the relationship between management and Indian Labour legislation.

COURSE OBJECTIVES

This courses seek the develop knowledge about Indian legal environment relevant to labour legislation.

UNITS

UNIT I :INTRODUCTION TO LABOUR LEGISLATION [12 HRS]

Introduction: Concept of labour legislation. Need for labour legislation, Principles of labour legislation. Labour administration in India – Administrative agencies – role of labour welfare officer – The ILO and India.

UNIT II: FACTORIES ACT [12 HRS]

Factories Act 1948. Mines Act 1952, Plantations Act 1951, Motor Transport workers Act 1961, Tamil Nadu Shops and commercial establishment Act 1958

UNIT III: PAYMENT OF WAGES ACT [12 HRS]

Payment of wages Act 1936, Minimum wages 1948. Payment of bonus Act 1965, Equal remuneration Act 1976

UNIT IV : WORKMENS COMPENSATION ACT [12 HRS]

Workmen's compensation Act 1923, Payment of Gratuity Act 1972, Maternity benefit Act 1961, Employees State Insurance Act 1948, Employees P.F. and Miscellaneous provisions Act 1976

UNIT V: INDUSTRIAL DISPUTES**[12 HRS]**

Industrial Disputes Act 1947, Trade Unions Act 1926. Industrial Employment (Standing Order Act) 1946, Apprentices Act 1961, Employment Exchanges (Compulsory Notification of Vacancies) Act 1959

SELF STUDY:

Labour administration in India

TEXT BOOKS :

1. Ajay Garg,,Labour Laws.,New Delhi: V.K.Puri, 2005.
2. Singh, B D.,Labour Laws for Managers. New Delhi: Excel Books, 2007.

REFERENCE BOOKS :

1. Srivastava, Suresh C., Industrial Relations and Labour Laws. --3rd ed.,New Delhi: Vikas Publications House Pvt Ltd, 1995.
2. Srivastava, S C.,Industrial Relations and Labour Laws. --5th ed., New Delhi: Vikas Publishing House Pvt Ltd, 1982.
3. Sivarethinamohan, R.Industrial Relations and Labour Welfare: Text and Cases., New Delhi: PHI Learning Pvt.Ltd., 2010.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf
2. <http://14.139.60.114:8080/jspui/bitstream/123456789/738/16/Labour%20Law.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED

CO 1	Discuss the concept and principles of legislation and the role of Labour welfare officer	K2	PSO1
CO 2	Explain the various Act relevant to labour legislation	K2, K3	PSO2
CO 3	Discuss some of the relevant Act in relation with Labour Legislation	K3	PSO3
CO 4	Create an idea about the acts that are relevant to Laws	K4	PSO4
CO 5	To identify the provisions in the Industrial disputes Act	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA335	Strategic Human Resource Management	Major Elective	5	5

COURSE DESCRIPTION

This course enhances students understanding the various approaches of SHRM. It helps the students to analyse the strategic linkage of performance management and helps to assess the contribution of SHRM to organisational success.

COURSE OBJECTIVES

This course is intends at enhancing students understanding of strategic aspects of HRM.

UNITS

UNIT I : INTRODUCTION [12 HRS]

Definition – Components – Objectives – Difference between SHRM & traditional HRM — Theoretical perspectives of SHRM – SHRM approaches - Aligning HR strategy with business strategy.

UNIT II : FUNCTIONAL STRATEGIES [12 HRS]

Business strategy and HRP – Prospects of HRP – Objectives of HRP – HRP Horizons. Recruitment & Selection: New approaches to Recruitment - Executive Selection.

UNIT III : T&D AND CAREER MANAGEMENT [12 HRS]

HRM approaches to Training and Development – Linkage between Business Strategy & Training - Special forms of T& D – New Developments in T& D. Career Management: Career Management Systems – SHRM Approaches to Career Management.

UNIT IV : PERFORMANCE MANAGEMENT & COMPENSATION [12 HRS]

Effective performance system - Strategic linkage of Performance Management – Performance Management aligned to Corporate Strategy.

Compensation & Reward Management: Determinants – Approaches – New Developments – Total compensation & rewards strategy.

UNIT V: SHRM AND ORGANIZATIONAL EFFECTIVENESS [12 HRS]

Strategic Contribution of HRM to Organisational Success – issues in implementing SHRM Success – Managing HR function in the future

SELF STUDY:

Strategic Contribution of HRM to Organisational Success

TEXT BOOKS :

1. Greer, Charles R., Strategic Human Resource Management: A General Managerial Approach. --2nd ed., Singapore: Pearson Education, Inc, 2010.
2. Anuradha, Sharma, Strategic Human Resource Management: An Indian Perspective / Sharma, Anuradha and Khandekar Aradhana., New Delhi: Sage Publications, 2006.

REFERENCE BOOKS :

1. Mello, Jeffrey A., Strategic Human Resource Management. --2nd ed., Australia: Thomson, 2006.
2. Regis, Richard., Strategic Human Resource Management and Development., New Delhi: Excel Books, 2008.
3. Tanuja Agarwala, Strategic Human Resource Management. , New Delhi: Oxford University Press, 2007.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.rcemorissa.org/images/SHRM- S Paikaray .pdf>
2. <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/HR-Strategy-Globalization.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING	PSOs ADDRESSED
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		TO REVISED BLOOM'S TAXONOMY)	
CO 1	Outline the concepts and components of SHRM	K2	PSO1
CO 2	Discuss the functional strategies of HRP, Recruitment and selection	K2, K3	PSO2
CO 3	Demonstrate the linkage between business strategy & training	K3	PSO3
CO 4	Identify / Analyze the strategic linkage of performance Management compensation & rewards strategy	K4	PSO4
CO 5	Assess the strategic contribution of HRM to organisational	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGO RY	HRS/WEE K	CREDIT S
MBA	19MBA336	Career Management	Major Elective	5	5

COURSE DESCRIPTION

This course explores the impact of changing environment in career development. It helps to evaluate the changing career dynamic and its impact.

COURSE OBJECTIVES

This course aims at imparting insights in to career Management.

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Introduction- Career Developing in a changing Environment-Components of Career Development- Concept of career Anchor-Models of Career Development-Benefits.

UNIT II: CAREER PROGRESSION & COMPETENCY MANAGEMENT

[12 HRS]

Career Progression-Setting the Baseline for Competency Management-Self-assessment, career awareness, Goal setting, skill development and career management-Compensation and associated Behaviour- Skill set for specific job roles-Developing new capabilities.

UNIT III : CAREER PLAN & TALENT MANAGEMENT

[12 HRS]

Career Paths-career Transition-Changing Landscape for new employees-Talent Management-On boarding new employees –orientation-Developing new employees.

UNIT IV : CAREER DYNAMICS

[12 HRS]

Assessing levels of expertise -Employee succession plan-Changing career dynamics and its impact on growing capability-Mentoring for employee development-Dual ladder for career development.

UNIT V: CAREER DEVELOPMENT PLAN

[12 HRS]

Career Development Plan -Collaborative plan-Experiential plan-Measuring success of career development programs-career development and business strategy.

SELF STUDY:

Changing career dynamics and its impact on growing capability

TEXT BOOKS :

1. Mary Ann Bopp, "Agile Career Development" –IBM Press,2009
2. Sharon.L.Hanna,"Career development by design", Deep and Deep Publications Pvt. Ltd, New Delhi, 2010.

REFERENCE BOOKS :

1. Willam J.Rothwell, "Career Planning and Succession Planing", Prentice Hall International (UK) Ltd, 2009.
2. Devi Vallabhaneri,"A Manager's Career Development Tool", Wiley; 1 edition 2009.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.researchgate.net/publication/19176960_Career_management_An_active_process
2. <https://web.iima.ac.in/assets/snippets/workingpaperpdf/2004-05-06sunilm.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concepts & Components of career development	K2	PSO1

CO 2	Analyse the career progression and the baseline for competency management	K2, K3	PSO2
CO 3	Assess the career paths and talent management	K3	PSO3
CO 4	Evaluating the changing career dynamic and its impact	K4	PSO4
CO 5	Discuss the various career development plan	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA341	Total Quality Management	Major Elective	5	5

COURSE DESCRIPTION

This course is designed with an objective to familiarise the students with key aspects of total quality management and its application in real world scenarios.

COURSE OBJECTIVES

This course is enable the students understanding the application of Total Quality Management in Production.

UNITS

UNIT I : INTRODUCTION TO TQM [12 HRS]

Meaning– Concepts of TQM – Quality and Business Performance – Service Quality Vs Product Quality – Altitude and involvement of Top management – Communication – Culture – Management systems.

UNIT II : strategic quality planning [12 HRS]

Information analysis and Information Technology – Strategic quality planning – Human Resources Development and Management

UNIT III : statistical quality control [12 HRS]

Management of Process Quality – History of Quality of Control – Product Inspection and Process control – Statistical quality control – Problem analysis – Pareto analysis – Human side of process control.

UNIT IV : customer satisfaction and service quality [12 HRS]

Customer focus and satisfaction – quality focus – getting employee involvement – Measure of satisfaction – service quality – customer pretensions – profitability – Bench marking – essence of Bench marking - Benefits of strategic Bench marking process – Pitfalls in bench marking.

UNIT V: reengineering**[12 HRS]**

Organizing for TQM – Systems Approach – The people Dimension – small groups and employment teams for TQM – measuring productivity – white collar Productivity – Activity analysis – Reengineering – The costs of Quality – Activity based Costing- ISO 9000 – Universal standards of Quality – ISO around the world – Benefits of ISO certification – Process of getting ISO Certification – cost of certification – Implementation.

SELF STUDY:

Process of getting ISO Certification

TEXT BOOK :

1. Beyond Total Quality Management(TMh) – Geg Bounds-Lyle Yourks, Meledams, G. Ranney , 2013

REFERENCE BOOKS :

1. The Total Quality Imperative (TMh) – A Business Week Guide
2. Global Management of Quality Assurance System (TMh) – Walter Willbon, T.C. Edwinchang.
3. Total Quality Management – Text, Cases & readings – Joel .E. Ross (Deep & Deep Publicaitons), 2009

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://cdn.ymaws.com/www.value-eng.org/resource/collection/AA7B1D56-593E-439C-8594-A4056B35BB70/1968_April.pdf
2. <https://apps.dtic.mil/sti/pdfs/ADA464089.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of TQM and identify the different components of quality.	K2	PSO1
CO 2	Discuss the role of functional department in TQM.	K2, K3	PSO2
CO 3	Assess and manage the process quality in the organisation.	K3	PSO3
CO 4	Identify the role and importance of quality in customer satisfaction.	K4	PSO4
CO 5	Demonstrate the ISO certification procedures in the organisation	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA342	Materials Management	Major Elective	5	5

COURSE DESCRIPTION

The course introduces students to the basic concepts of material management. There will be a focus on appropriate theory and the course will aim to provide opportunities for the practical implementation of the main concept covered.

COURSE OBJECTIVES

This Course enables the students to understand the concept of material management and latest techniques.

UNITS

UNIT I : INTRODUCTION TO MATERIALS MANAGEMENT [12 HRS]

Introduction to Integrated Materials Management – Organization for Materials Management, Material Planning, Budgeting, Application of forecasting techniques, exponential smoothing, Time series analysis in materials management – Purchase policies, Purchase procedures.

UNIT II : SOURCES OF MATERIAL MANAGEMENT [12 HRS]

Development of source, Import substitution, vendor rating, Price trends – make or buy decisions, Capital equipment purchases, International buying and import procedure, Legal aspects of purchase. DGS&D organization, polices and procedure, purchase ethics, Value analysis codification and standardization.

UNIT III : INVENTORY CONTROL [12 HRS]

Introduction to Inventory Control, Inventory Costs, Selective Control (ABC analysis , VED analysis, etc.) Inventory modes – EOQ Model – Modification of EOQ under different conditions. (Price discounts, working capital restrictions, space restrictions, no. of orders restrictions). Dynamic inventory modes, Q-System, P-systems, 2 bin system.

UNIT IV : SAFETY STOCK**[12 HRS]**

Concept of safety stock, Determination of safety stock for variation in consumption during lead time, variation in lead time. Determination of service level based on cost optimization. Application of simulation in, inventory control- Spare planning and control.

UNIT - V : STORAGE MANAGEMENT**[12 HRS]**

Storage and preservation, stores accounting, Verification, Valuation, disposal of surplus and scrap material. Performance evaluation of materials management-Material Sourcing.

SELF STUDY:

Performance evaluation of materials management

TEXT BOOK :

1. Materials Management a supply chain perspective : text and cases- Chitale A. K. & Gupta R. C.

REFERENCE BOOKS :

1. Materials Management: An Integrated Approach –P.Gopalakrishnan &M.Sundaresan –PHI Publisher .
2. Purchasing and Material'S Management -Jeet Patidar – S.Chand .
3. Latest Techniques like MRP I & MRP II, JIT Concepts, Kanban.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://perso.crans.org/fortuneau/ressources_maxnce_nouchet/Introduction%20to%20Materials%20Management.pdf
2. <http://www.ddegjust.ac.in/2017/Uploads/11/POM-325.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED

CO 1	Outline the overview of material management and analyse the different type of techniques	K2	PSO1
CO 2	Assess the price trends and identify the purchase policies in material management	K2, K3	PSO2
CO 3	Discuss the different inventory calculation techniques and compute EOQ	K3	PSO3
CO 4	Identify the different level of stock and analyse cost optimization	K4	PSO4
CO 5	Explain the concept of storage and preservation	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA343	Advanced Manufacturin g Systems	Major Elective	5	5

COURSE DESCRIPTION

The students will have the opportunity to learn advanced manufacturing system being used in the business environment which enables students to make better management decisions.

COURSE OBJECTIVES

This Course enables the students to understand the concept of material management and latest techniques.

UNITS

UNIT I : INTRODUCTION TO COMPUTER AIDED DESIGNING [12 HRS]

Computer aided designing - computer aided manufacturing computer integrated manufacturing.

UNIT II : AUTOMATION AND ROBOTICS [12 HRS]

Automotive transfer lines - few line and assembly systems, dynamic job shops.

Flexible manufacturing system and Robotics.

UNIT III : SYSTEM DESIGN AND NETWORKING [12 HRS]

System design issue – material handling system – networking technique – drawing network – critical path resource scheduling float-networking simulation. Project completion probability – project budgeting.

UNIT IV : INTEGRATED SYSTEM [12 HRS]

Requirement of an integrated approval and the role of production manager in the total organization- Computer – integrated manufacturing – Lean Manufacturing – CIMOSA – Integrated Manufacturing database.

UNIT V: EMERGING TRENDS IN MANUFACTURING SYSTEM [12 HRS]

Capacity utilization and its effect on manufacturing cost. The need for cost reduction – value engineering war on waste management. Inventory management -MRP I & II

SELF STUDY:

Value engineering war on waste management.

TEXT BOOKS :

1. Automation , Production Systems and Computer Integrated Manufacturing –Mikell P.Groover –Pearson.

REFERENCE BOOKS :

1. Advanced Manufacturing and Automation –K.Wang ;Y.Wang;J.O.Standhagen ;T Yu-WIT Press.
2. Managing Advanced Manufacturing Systems – Brain Trought
3. CAD CAM CIM – P. Radhakrishanan & s. Subramanian

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.springer.com/gp/book/9783211828083>
2. https://www.researchgate.net/publication/229424338_Design_of_Advanced_Manufacturing_Systems_Models_for_Capacity_Planning_in_Advanced_Manufacturing_Systems

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Familiarising the computer aided designing and manufacturing	K2	PSO1

CO 2	Identify the flexible manufacturing system and robotics in organisation	K2, K3	PSO2
CO 3	Assess the different type of networking techniques and project budgeting	K3	PSO3
CO 4	Discuss the concept of capacity utilization and its effect on manufacturing	K4	PSO4
CO 5	Analyse the need for cost reduction and discuss the different inventory management techniques	K5	PSO5

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/WEEK	CREDITS
MBA	19MBA351	Hospital Administration	Major Elective	5	5

COURSE DESCRIPTION

This is an introductory course in Hospital Administration with emphasis to cover key activities related to hospital operation.

COURSE OBJECTIVES

This course is aimed at imparting the application of management in hospital.

UNITS

UNIT I : SERVICES [12 HRS]

Services, Classification of Service Organizations, Characteristics, Challenges

UNIT II : HEALTH [12 HRS]

History of Medicine, Healthcare Revolution, Health, Dimensions of Health, Indicators of Health, Types of Healthcare Organizations, Composition of Health Sector, Types of Care, Pyramidal Structure of Health Services, Regional Planning

UNIT III : HOSPITAL ORGANISATION [12 HRS]

Hospitals, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital Organization

UNIT IV: HOSPITAL MANAGEMENT: LEVELS AND ROLES [12 HRS]

Governing Board, Executive Board and Advisory Board - CEO, Medical Administration, Nursing Administration and Hospital Administration - Middle Level Managers in Hospital and their Responsibilities Structuring Hospital Organization

UNIT V: CURRENT ISSUES IN HEALTHCARE [12 HRS]

Accreditation – Tele health - Health Tourism - Health Insurance and Managed Care-Hospital Wastes Management

SELF STUDY:

Hospital Wastes Management

TEXT BOOK :

1. J.E. Park and K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur)

REFERENCE BOOKS :

1. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi)
2. B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
3. C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://collections.nlm.nih.gov/ext/dw/60120540R/PDF/60120540R.pdf>
2. <https://jssustorage.blob.core.windows.net/jssuudstorage/udpdocs/MB%20Hospital%20Administration.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of service industry and analysing characteristics and challenges	K2	PSO1
CO 2	Demonstrate the healthcare revolution assess various type of health care organisations	K2, K3	PSO2

CO 3	Explain the different type of Hospitals and analysing role of Hospital in health care	K3	PSO3
CO 4	Identify the different levels and roles in hospital management	K4	PSO4
CO 5	Discuss the current issues and best practices in health care	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA352	Health Insurance	Major Elective	5	5

COURSE DESCRIPTION

The course introduces students to the basic concepts of Health Insurance. It involves understanding all aspects of health insurance package and premium schedule.

COURSE OBJECTIVES

This course focused on familiarising the principles and practice of health insurance and its application in Indian scenario.

UNITS

UNIT I : INTRODUCTION TO HEALTH INSURANCE [12 HRS]

Concept of Health Insurance - Types, origin, evolution and importance of Private Health Insurance, Community Health Insurance (CHI), Employer Based Insurance, Health Micro Insurance (MHI), National Health Insurance, Social Health Insurance.

Health Insurance in Indian Context: Advantages, Perceived Disadvantages and Problems with Mediclaim Policies

UNIT II : HEALTH INSURANCE, MARKET FAILURE AND RISKS [12 HRS]

Fundamental Concept of Social Security, Risk and Insurance, Demand and Supply for Health Insurance, Economics of Scale, Welfare Loss from Health Insurance, Actuarially Fair Premium, Expected Loss, Load Factors - Market Failure and Role of Government

UNIT III : PACKAGE AND PREMIUM [12 HRS]

Designing Benefit Package - Issues: Financial Resources, Existing Infrastructure, Quality Care, Priority, Utilization, Pattern of Disease and Injury, Level of Health Services, Estimating Maximum Demand -Costing the Benefit Package - Premium Setting: Calculation and Determining Premium

UNIT IV : PROVIDER PAYMENT MECHANISM [12 HRS]

Fee for Services, Cash Payment, Daily Charge, Bonus Payment, Flat Rate Payment, Capitation, Salary, Global Budget - Comparison of Different Payment Systems

UNIT V: TPA**[12 HRS]**

Objectives of TPA - Problems Faced by Hospitals - Scope for Improvement

SELF STUDY:

Premium Setting: Calculation and Determining Premium

TEXT BOOK :

1. Health Insurance – A Guide to Billing and reimbursement – Michelle A.Green –Cengage Learning.

REFERENCE BOOKS :

1. Peter R. Kongstrvedt (ed), The Managed Health Care Handbook (Aspen Publication, Maryland, USA, 1989)
2. L.M. Harpster and M.S. Veach, Risk Management Handbook for Healthcare Facilities (American Hospital Association, USA, 1990)
3. Health Insurance and Managed care – Fourth Edition – Peter R.Knogstvedt – Navigate.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.bls.gov/ncs/ebs/sp/healthterms.pdf>
2. <https://www.hfgproject.org/wp-content/uploads/2015/02/Health-Insurance-Handbook-How-to-Make-it-Work.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concept of health	K2	PSO1

	insurance and discuss the different types of Health insurance in India		
CO 2	Assess the demand and supply of health Insurance	K2, K3	PSO2
CO 3	Compute the health Insurance premium and designing benefit package	K3	PSO3
CO 4	Identify the provider payment mechanism and comparison of different payments systems	K4	PSO4
CO 5	Explain the concept of TPA and communicate the problems faced by hospitals.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA353	Hospital Accounting And Finance	Major Elective	5	5

COURSE DESCRIPTION

This course explains accounting tools and techniques, which can be used to help firms maximize value improving decision relating to budgeting and costing.

COURSE OBJECTIVES

This course developed understanding the principles and practice of accounting in hospital and application of finance in hospital.

UNITS

UNIT I : HOSPITAL ACCOUNTING [12 HRS]

Accounting Chart for Hospitals, Payroll and Executive Remuneration, Asset Accounting and Depreciation of Hospital Equipment, Importance of Reserves and Provisions, Daily Cash Management, Departmentalised Accounting, Internal Auditing, Trust Funds, Investment Accounting, Financial Statements for Hospitals.

UNIT II : FUND RAISING [12 HRS]

Art of Fund raising, Analyzing Donor Markets, Organizing for Fundraising, Fundraising Goals and Strategies, Fundraising Tactics, Evaluating Fundraising Effectiveness.

UNIT III : BUDGETING AND COSTING [12 HRS]

Budgetary Control: Activity /Zero Based Budgeting, Problems of Budgeting in Hospitals and Overcoming Problems - Costing: Cost Centres in Hospitals, Cost Volume Profit Analysis, Hospital Rate Setting / Pricing Decision, Cost Containment.

UNIT IV : FINANCIAL DECISIONS [12 HRS]

Financial Performance of Hospital, Financial Planning- Long Term and Short Term, Financing Healthcare Services, Need of Fund for Modernization and

Expansion, Financial Information System and Reporting, Investment Management.

UNIT V: NATIONAL HEALTH ACCOUNTS**[12 HRS]**

Equity: Concept of Equity in Health, Equal Expenditure on Equal Needs, Equity in Financing, Measuring and Improving Efficiency in Healthcare: Concept of Economic Efficiency, Provider Payment Mechanisms: Capitation, Fee for Service, Global Budget

National Health Accounts (NHA): Precious Tool for Policy Makers: Healthcare Expenditure as a Proportion of GDP, Expenditure by Various Sources of Funds, Expenditure for Various Types of Services, Projection of Expenditure in Future, NHA in Indian context.

SELF STUDY:

NHA in Indian context

TEXT BOOK :

1. Sherman Folland, Allen C. Goodman and Miron Stano The Economics of Health and Health Care (Prentice-Hall Inc, New Jersey)

REFERENCE BOOKS :

1. L. Vann Seawell, Principles of Hospital Accounting (Physicians' Record Company, Berwyn)
2. VHAI, An Accounting Guide for Voluntary Hospitals in India (The Voluntary Health Association of India, New Delhi)
3. Steven F. Kukla, Cost Accounting and Financial Analysis for the Hospital Administrator (American Hospital Publishing Inc., AHA)
4. William O. Cleverley, Essentials of Healthcare Financing (An Aspen Publication, New Jersey)
5. Michael Drummond and et al, Methods for the Economic Evaluation of Health Care Programme (Oxford University Press, Second Edition)

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://www.kumc.edu/Documents/anesthesiology/Accounting%20Glossary%20for%20ASA%20-%20Powers-Sep2018.pdf>
2. <file:///C:/Users/USER/Downloads/A%20Primer%20on%20Hospital%20Accounting%20and%20Finance%252c%205th%20Edition.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of Hospital Accounting and demonstrate the accounting chart for hospitals	K2	PSO1
CO 2	Explain the concept of fundraising and evaluate fundraising tactics	K2, K3	PSO2
CO 3	Prepare different types of Budget and compute cost sheet for hospitals	K3	PSO3
CO 4	Assess the financial performance of hospital and plan (Financial decisions) investment Management	K4	PSO4
CO 5	Discuss the concept of equity and evaluate the NHA in India context.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA321	International Financial Management	Major Elective	5	5

COURSE DESCRIPTION

This course describes the challenges and trends in international finance function, the implications of currency market, foreign exchange market and derivative market in the business environment.

COURSE OBJECTIVES

To understand various concepts of international financial management and market scenario of currency.

UNITS

UNIT I: INTERNATIONAL FINANCIAL SYSTEM [12 HRS]

The International Financial System – Relationship with Domestic financial management – The Emerging Challenges and recent changes in Global financial markets – Gains from International Capital Flows – Foreign Direct Investments (FDI)

UNIT II: FOREX [12 HRS]

Foreign exchange market and its Structure – Mechanism of Spot and Forward exchange markets. Principles of Balance of Payment accounting – Components of BOP. Determining Credit and Debit entries – Implications of BOP accounting- Coping with current account deficit

UNIT III: FINANCIAL DERIVATIVES [12 HRS]

Various aspects of Forward Exchange Market – Currency Future – Link between Futures and Forwards market. Currency Options – Various facets of Option contract and Market differences between forwards Futures and Options – Swaps. Foreign Exchange Exposure and Risk– Its Nature and Classification – Accounting treatment of Transaction and Translation Exposure– Operating Exposure Exchange rates. Introduction – Hedging via

Forward Market via Future Market via Currency Options via Currency Futures – Hedging with money Market – Internal Hedging Strategies.

UNIT IV: PARITY CONDITIONS**[12 HRS]**

Arbitrage and Law of One Price – Interest Rate Parity Condition – Fisher and international fisher effects – concepts – calculations – criteria – applications – impact – differences – market implications

UNIT V: IMS AND EMS**[12 HRS]**

Recent trends – Brief summary of Bretton Woods System: Reasons for collapse – Functioning of Floating Exchange Rates – Recent trends. International Monetary Fund – Exchange Rate Agreements. Sources of External Funds: International Money Market – External Commercial Borrowings – Euro Issues – ADR – GDR. International Cash Management – International Asset Management – Transfer Pricing – Multinational and Transnational Companies Banking Operations.

SELF STUDY:

External Commercial Borrowings

TEXT BOOK :

1. Prakash G Apte, . International Financial Management. --4th ed. New Delhi: Tata Mc Graw -Hill Publishing Company Ltd, 2013

REFERENCE BOOKS :

1. Jain, P K. International Financial Management / P K Jain, Josette Peyrard and Surendra S Yadav. New Delhi: Macmillan Publishers India Ltd, 2015.
2. Shapiro, Alan C., Multinational Financial Management. --4th ed. ,New Delhi: Prentice Hall of India Pvt Ltd, 2012.
3. Machiraju, H R. International Financial Markets and and India. New Delhi: Wheeler`s Publishing, 2014.
4. Jeevanandam, C. Foreign Exchange and Risk Management. New Delhi: Sultan Chand & Sons, 2015.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://www.ddegjust.ac.in/studymaterial/mba/fm-406.pdf>

2. <http://ejf.wdfiles.com/local--files/finman9/International%20Financial%20Management%20Jeff%20OMadura.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Brief out the recent changes and global financial market	K2	PSO1
CO 2	Conceptualise the forex applications and balance of payments	K2, K3	PSO2
CO 3	Give an idea about various types of currency transactions in forex market	K3	PSO3
CO 4	Insists on party conditions in international finance	K4	PSO4
CO 5	Explain the function of international and European Monetary system	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA371	Logistics & Supply Chain Management	Major Elective	5	5

COURSE DESCRIPTION

This course emphasizes and the logistics management and supply chain management in an organisation. The basic concepts such as inventory management, distribution management and supply chain relationships are also discussed in this course.

COURSE OBJECTIVES

To make the students into a good knowledge on logistics and supply chain management and link out the practices with the organisation and business needs.

UNITS

UNIT I :LOGISTICS MANAGEMENT [12 HRS]

Logistics Management: Origin and Definition – Types of Logistics – Logistics Management – Ware House Management – Automation and Outsourcing - Customer Service and Logistics Management – A Perspective - Concepts in Logistics and Physical Distribution - Distribution and Inventory

UNIT II: INVENTORY AND DISTRIBUTION MANAGEMENT [12 HRS]

Types of Inventory Control - Demand Forecasting - Warehousing and Stores Management – Routing - Transportation Management - Some Commercial Aspects in Distribution Management – Codification - Distribution Channel Management - Distribution Resource Planning (DRP) - Logistics in 21st Century

UNIT III: SUPPLY CHAIN MANAGEMENT [12 HRS]

Supply Chain Management: Introduction and Development- Nature and Concept - Importance of Supply Chain - Value Chain - Components of

Supply Chain - The Need for Supply Chain - Understanding the Supply Chain Management - Participants in Supply Chain – Global Applications

UNIT IV : SUPPLY CHAIN RELATIONSHIPS [12 HRS]

Aligning the Supply Chain with Business Strategy - SCOR Model – Outsourcing and 3PLs – Fourth Party Logistics – Bull Whip Effect and Supply Chain – Supply Chain Relationships – Conflict Resolution Strategies - Certifications

UNIT V: VALUES OF SUPPLY CHAIN [12 HRS]

Role of a Manager in Supply Chain - Supply Chain Performance Drivers - Key Enablers in Supply Chain Improvement - Inter-relation between Enablers and Levels of Supply Chain Improvement-Systems and Values of Supply Chain

SELF STUDY:

Values of Supply Chain

TEXT BOOK :

1. D K Agrawal, Textbook of Logistics and Supply Chain Management, MacMillan 2003, 1st Edition

REFERENCE BOOKS :

1. G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.
2. Martin Christopher, Logistics & Supply Chain Management: Creating Value-Adding Networks, FT Press.
3. Janat Shah, Supply Chain Management: Text and Cases, 1st Edition, Pearson.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://courses.edx.org/asset-v1:MITx+CTL.SC1x_1+2T2015+type@asset+block/w111_IntroSCM_AN_NOTATED_v4.pdf
2. https://www.icesi.edu.co/blogs/supplychain0714/files/2014/07/Martin_Christopher_Logistics_and_Supply_Chain_Management_4th_Edition_2011-1.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Introduce various types of logistics and concepts.	K2	PSO1
CO 2	Focus on inventory control and distribution resource planning in an organisation	K2, K3	PSO2
CO 3	Insist an importance of supply chain management and its global business applications	K3	PSO3
CO 4	Assess the importance of supply chain relationships and conflicts resolution strategies	K4	PSO4
CO 5	Emphasis the role of manager in supply chain along with its values	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA372	Import Procedures And Documentati on	Major Elective	5	5

COURSE DESCRIPTION

The course illustrates the import requisites, importance, preliminary arrangements and importers documents in the present scenario. The import incentives along with various supportive documents are also emphasised by this course for the better understanding of the students.

COURSE OBJECTIVES

This course is aimed at imparting the application of management in hospital

UNITS

UNIT I : PRELIMINARIES

[12 HRS]

Meaning and Definition of Import – Pre-requisites and preliminaries for starting import business- Ministry of Commerce, DGFT and Custom Authorities, Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers

UNIT II : PROCEDURE

[12 HRS]

Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents.

UNIT III : DOCUMENTATION

[12 HRS]

Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration - Import License- Purchase order/Letter of Credit- other documents.

UNIT IV :IMPORT INCENTIVES

[12 HRS]

Introduction - Preferential Rates - DEPB - Duty Drawback- DFRC- DFIA- Deemed Exports- Agri Export Zones- Served from India- Manufacture under Bond- Export Promotion Capital Goods Scheme (EPCG)

UNIT V:PAYMENTS**[12 HRS]**

Methods of Payment in Import trade- Import of Personal Baggage - Import of Gifts - Import of Gold And Silver by NRI - Custom Clearance of Imported Goods - Import of Drugs And Medicine - Import of Scrap And Waste Products - Import Laptops And Computers - Import Dos And Don'ts

SELF STUDY:

Export Promotion Capital Goods Scheme (EPCG)

TEXT BOOK :

1. Handbook of Import-Export Procedures – Ministry of Commerce, -, Government of India, New Delhi 2015

REFERENCE BOOKS :

1. Export: What, Where and How, Paras Ram, Anupam Publishers, Delhi 2018
2. Import – Do it Yourself, M. I. Mahajan, Snow White Publications, New Delhi 2015
3. Export Marketing, TAS Balagopal , Himalaya Publishing House New delhi, 2014

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.toppr.com/guides/business-studies/international-business/import-procedures-and-documentations/>
2. http://www.danangtimes.vn/Portals/0/Docs/14784517-14_Export%20-%20Import%20procedures.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of preliminaries and pre-requisites for starting import business	K2	PSO1
CO 2	Demonstrate the import procedures and Custom formalities	K2, K3	PSO2
CO 3	Prepare import documents	K3	PSO3
CO 4	Analyze the incentives available for importing	K4	PSO4
CO 5	Evaluate payment methods for various imports	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA360	Business Ethics	Major Core	5	5

COURSE DESCRIPTION

This practical course ensures the ethical codes in business and its application in environment. This course also emphasizes the work values, cross cultural differences, global business ethics and the corporate social responsibility of the business enterprises.

COURSE OBJECTIVES

To provide opportunities for understanding basics concepts and ethical practices in business world and develop the skills to manage the issues.

UNITS

UNIT I: INTRODUCTION

[5HRS]

Ethics – Definition of Business Ethics – Approaches – Ethics and Management

UNIT II: ETHICS AND BUSINESS

[5HRS]

Business decision making – ethics, economics and law – ethics and law - morality, ethics and ethical theory

UNIT III: ETHICS AND CORPORATION

[5HRS]

Corporate Social Responsibility – Corporate governance – Corporate ethics program

UNIT IV: ETHICAL VALUES

[5HRS]

Values at work – Type of work vales – values conflict at workplace – whistle blowing – work valued system and management education – corporate ethical dilemmas.

UNIT V: CROSS – CULTURAL VALUES

[5HRS]

Globalization and business changes – values for global managers – values west can learn from east – values east can learn from the west – unethical practices and global initiatives.

SELF STUDY:

Unethical practices and global initiatives

TEXT BOOK :

1. Boatright, John R., Ethics and the Conduct of Business. --4th ed., Delhi: Pearson Education, 2003.

REFERENCE BOOKS :

1. Case Histories in Business Ethics Chris Megone; Simon J. Robinson, 3rd edition, Delhi, Routledge, 2002
2. Ethics and Corporate Social Responsibility: Why Giants Fall, Ronald R. Sims, 3rd edition, Delhi, Praeger, 2003

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://oraprdnt.uqtr.quebec.ca/pls/public/docs/GSC1730/O0000737491_BusinessEthics_OP.pdf
2. https://www.zapmeta.co.in/ws?q=business%20laws%20and%20ethic&asid=zm_in_010_004&abt=1&mt=b&nw=g&de=c&ap=&kid=kwd-13966423721&aid=14456535259&ac=73&cid=206484379&aid=14456535259&kid=kwd-13966423721&locale=en_IN&gclid=EAiaIQobChMI1K2uxeTA7gIVQSQrCh3lcQxdEAMYASAAEgJ4sPD_BwE

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Know about the concept of business ethics	K2	PSO1
CO 2	outline the ethics and law in the business environment	K2, K3	PSO2
CO 3	Insist on the ethics and corporate	K3	PSO3

	social responsibility of companies		
CO 4	Give knowledge work values are its types	K4	PSO4
CO 5	Emphasize on values of cross culture and global business environment	K5	PSO5

II MBA
SEMESTER -IV
For those who joined in 2019 onwards

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGO RY	HRS/WEE K	CREDIT S
MBA	19MBA401	International Business Management	MAJOR CORE	4	4

COURSE DESCRIPTION

This course focuses on broad business administration skills. It combines International business strategies and culture.

COURSE OBJECTIVES

This course equip the students with the knowledge of International Business.

UNITS

UNITS I: INTRODUCTION

[12 HRS]

The perspectives relevance of globalization – International/ Global marketing- International orientation – Internationalisation Stages – Drivers and Restrainers of globalization – Restraining Forces- International Business Decision – Types of International Business – Supply chain and value chain management – Make or buy – Global sourcing Partnering / Relationship Marketing – Global Networking of operation – Location strategy – International Logistics.

UNIT II: INTERNATIONAL TRADING

[12 HRS]

Protectionism – Tariff Barriers – Non tariff Barriers- Commodity agreement – Cartels – State trading – trade blocs – European Union – South- south cooperation – SAARC – SAPTA- Indo- Lanka free trade agreement. International Monetary Fund – Financing facilities and policies – World

Bank – An evaluation of IMF World bank - Asian Development bank – UNCTAD – International Trade Centre.

UNITS III: MNC'S AND MARKETING STRATEGIES [12 HRS]

Definition and meaning – Transnationality index and network spread index – MNC Organizational models – Dominance of MNCs and international trade – Multinationals in India. Market entry strategies – Exporting – Licensing and Franchising – Contract manufacturing – Management contracting – Turn key contracts – Fully owned manufacturing facilities – Assembly operations – Joint venture – Third country location – Mergers and acquisitions – Strategic alliance – Counter trade.

UNIT IV: GLOBALISATION AND INDIA IN GLOBAL SETTING [12 HRS]

Globalisation and economic implications – globalisation of business – Implications and impact – Policy options, India in global setting – India as - An Emerging market – India in global trade – Liberalisation and integration with the global economy

UNIT V: ISSUES IN INTERNATIONAL BUSINESS [12 HRS]

Globalisation of Indian business – Obstacles to globalization- Factors favouring globalization- Globalisation strategies – conclusion, some social issues in international business – Business ethics- Social responsibility of Business – Responsibilities to different sectors – Environmental issues – Labour issues.

SELF STUDY:

Globalisation of Indian business – Obstacles to globalization- Factors favouring globalization

TEXT BOOK :

1. Francis Cherunilam, International Business Text and Cases, 5th ed., New Delhi: Prentice Hall of India Pvt.Ltd., 2016.

REFERENCE BOOKS:

1. Justin Paul, International Business, 6th ed., New Delhi: Prentice-Hall of India Pvt. Ltd., 2014.
2. John D. Daniels, Lee H. Radebaugh, International Business Environments and Operation, 12th ed., New Delhi: Pearson (Singapore) Pte. Ltd., Indian Branch, 2011

3. Charles W.L. Hill University of Washington, International Business, 6th ed., New Delhi: Tata McCraw- Hill Publishing Company Ltd., 2013

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://jnujprdistance.com/assets/lms/LMS%20JNU/MBA/MBA%20-%20Marketing%20Management/Sem%20IV/International%20Business%20Management/International%20Business%20Management.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Explain the need and relevance of International Business.	K2	PSO1
CO 2	Assess tariff barriers and role of various institutions in International Business	K3	PSO2
CO 3	Analyse multinational companies and various market entry strategies	K4	PSO3
CO 4	Compare globalization and Indian business settings	K4	PSO4
CO 5	Discuss issues in International Business.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGO RY	HRS/WEE K	CREDIT S
MBA	19MBA403	Rural Marketing	Major Core	4	4

COURSE DESCRIPTION

This course familiarises the students with conceptual understanding of rural marketing and development practices in Indian context.

COURSE OBJECTIVES

To enable students to understand the opportunities in rural marketing.

UNITS

UNIT I : INTRODUCTION

[12 HRS]

Rural Marketing – Definition – Characteristics, scope and importance of Rural Market – Rural Vs Urban Marketing.

UNIT II : CONSUMER BEHAVIOUR

[12 HRS]

Rural Market Environment – Rural demand – Challenges in Rural Marketing – Consumer Behaviour in Rural Market.

UNIT III : SEGMENTATION

[12 HRS]

Rural Market segmentation – Product strategies – Role of New Products – Packaging for Rural Markets – Role of Pricing in Rural Marketing.

UNIT IV : MARKETING IN RURAL MARKET

[12 HRS]

Channel Management: Methods and Problems in Physical Distribution – Storage and Warehousing – function of Central & State Warehousing Corporation – Co-operative Marketing – Retailing – Marketing communication: Methods, Constraints, Message delivery, Media selection, Personal selling, and Opinion leaders.

UNIT V: RECENT TRENDS**[12 HRS]**

Marketing of agricultural inputs, agricultural produce, Consumer products, Consumer durables, Marketing of Rural / Cottage industry / artisan products Indian companies specializing in rural Marketing – Trends in rural marketing

SELF STUDY:

Challenges in Rural Marketing

TEXT BOOK :

1. Gopaalswamy T.P. Rural Marketing – Environment, Problems and strategies, 3rd ed., Vikas Publishing., 2014

REFERENCE BOOKS :

1. Ramkishen Y., New perspectives in Rural Agricultural Marketing 2nd Ed., Jaico Publishing House., Mumbai., 2007
2. Dogra Balram, Ghuman karminder., Rural marketing Concepts and Practices., TATA Mc Graw Hill Education pvt. Ltd., New Delhi, 2011
3. Krishnamacharyulu C.S.G., Lalitha Ramakrishnan, Cases in Rural marketing: An Integrated Approach, Dorling Kindersley Pvt. Ltd., New Delhi, 2009
4. Krishnamoorthy R., Introduction to Rural marketing, 2nd Himalaya Publishing House Pvt. Ltd., Mumbai, 2009
5. Kashyap Pradeep, Rural Marketing, 3rd Ed., Pearson India Education Services Pvt. Ltd., Chennai, 2016

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf>
2. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_RM_NOTES_2.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Discuss the characteristics of rural market.	K2	PSO1
CO 2	Analyse the challenges in rural marketing and rural market consumer behaviour.	K3	PSO2
CO 3	Assess rural marketing mix	K4	PSO3
CO 4	Explain channel management and communication in rural market.	K4	PSO4
CO 5	Outline industrial setup in rural market and recent trends	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGO RY	HRS/WEE K	CREDIT S
MBA	19MBA404	Services Marketing	Major Elective	5	5

COURSE DESCRIPTION

This course of examines the important issues faced by the service providers and the successful implementation of a customer focus in service based businesses.

COURSE OBJECTIVES

To enable the students to apply marketing concept in various service industries.

UNITS

UNIT I :EVOLUTION AND CHARACTERISTICS [12 HRS]

Introduction of services marketing: Evolution of the service sector, characteristic of services, marketing implication, service classification and service marketing mix. Consumer behaviour and services: understanding the service consumers, information search and evolution of attributes of dissatisfaction, service perception and implication for marketers. Segmentation targeting and positioning of services: segmentation of the market for services, positioning through the value-chain, positioning alternatives.

UNIT II : SERVICE AND PRICING [12 HRS]

Product: concepts of the service product, core tangibles and augmented product, understanding, supporting and facilitation services, developing the service product.

Pricing: understand cost components of price, pricing techniques and strategic, price bundling as a concept, consumer expectations and the pricing decision.

UNIT III :PROMOTION AND PHYSICAL DISTRIBUTION [12 HRS]

Key issues in services promotion, word-of-mouth, public relations and image management, promotional tools and campaign planning.

Physical Distribution and customer service: distribution and customer service, channels for services, role of intermediaries, location decisions and franchising.

UNIT IV :PEOPLE, PROCESS AND PHYSICAL EVIDENCE [12 HRS]

People: understanding the role of the fifth P and marketing implications, internal marketing, investing in people for strategic service advantage.

Process: Role and structure of service process, managing demand and capacity, understanding patterns of demand for services, demand management strategies.

Physical evidence: Scope, types of physical evidence and their marketing implication, managing physical evidence strategic advantage.

UNIT V: SERVICE QUALITY [12 HRS]

Issues and concepts of service quality, dimensions of service quality, dimensions service quality, servqual model and managing service quality - Service strategies: identification of critical success factors for developing effective service strategies.

SELF STUDY

Identification of critical success factors for developing effective service strategies.

TEXT BOOK :

1. RaviShanker: Services marketing: The Indian Perspective, Excel Book, New Delhi, 2013.
2. Payne, Essence of Services Marketing, Prentice Hall of India, New Delhi, 2002.

REFERENCE BOOKS:

1. Valarie A. Zeithamal & Mary Jo Bitner, Services Marketing 6th editon, Tata Mc Graw Hill, 2013

2. Harsh Verma.V., Services marketing Text And Cases, 2nd Ed., Dorling Kindersley India Pvt. Ltd., 2012
3. Dr.Shajahan.S., Services Marketing (Concepts, Practices & Cases from Indian Environment), Himalaya Publing House, 2011
4. Rajendra Nargundhkar, Services Marketing text and Cases, 3rd Ed., Tata McGraw Hill Education Pvt. Ltd., NewDelhi, 2011
5. Gupta .S.L., Marketing of Services Text and Cases, International Book House Pvt. Ltd., 2012.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://sdeuoc.ac.in/sites/default/files/sde_videos/SLM-MCom-SERVICE%20MARKETING.pdf
2. <https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Services-Marketing-Course-Taster.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Discuss evolution of service marketing, consumer behaviour and segmentation, targeting and positioning	K2	PSO1
CO 2	Explain product and pricing in service industries	K2	PSO2
CO 3	Analyse promotion and distribution in service industries	K2, K3	PSO3
CO 4	Compile the concepts of people,	K4	PSO4

	process and physical evidences in service marketing		
CO 5	Apply service quality and strategies in various industries	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA405	Consumer Behaviour	Major Elective	5	5

COURSE DESCRIPTION

This course applies knowledge from the field of psychology, sociology, anthropology and economics to describe and understand how consumers are likely to behave in many different consumption situations.

COURSE OBJECTIVES

To identify factors influencing consumer behaviour and its applications.

UNITS

UNIT I: INTRODUCTION

[12 HRS]

The Diversity of consumer behaviour – Definition – Importance – The consumer movement – The Role of Consumer Research

UNIT II: LIFE STYLE

[12 HRS]

Social – Measurement of social class – Social stratification – life style profile – Selected

Consumer Behaviour – Applications of social class

UNIT III: CULTURE

[12 HRS]

Characteristics – Measurement of culture – cross culture - Sub cultural influences on Consumer Behavior.

UNIT IV: DECISION MAKING

[12 HRS]

Process, Personal influence & Opinion leadership process – Diffusion of innovations – Consumer decision Making model.

UNIT V: CONSUMER PROTECTION

[12 HRS]

Attitudes & Believes of the Consumer – Consumer Protection.

SELF STUDY:

Cross culture - Sub cultural influences on Consumer Behaviour

TEXT BOOK:

1. Schiffman, Leon G., Leslie Lazar Karuk, Consumer Behavior, 10th ed, New Delhi: Prentice Hall of India Pvt Ltd, 2011.

REFERENCE BOOKS:

1. Blackwell, Consumer Behaviour / Blackwell, Miniard and Engel. Australia: Thomson, 2006.
2. Nair, Suja R., Consumer Behaviour in Indian Perspective, Text and Cases, Himalaya Publishing House, Mumbai, 2014.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://www.sjput.in/pdf/markiii_cb.pdf
2. <https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/Consumer-Behaviour-Course-Taster.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Explain the need for studying consumer behaviour and consumer research	K2	PSO1
CO 2	Discuss the role of social factors in consumer behaviour	K2	PSO2
CO 3	Analyse the role of culture in understanding consumers	K3	PSO3
CO 4	Outline consumer decision process and models	K4	PSO4
CO 5	Compile the influence of attitude and belief in consumer behaviour	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA406	Retail Management	Major Elective	5	5

COURSE DESCRIPTION

This course develops an in-depth understanding of retail and services management as well as non-store retailing.

COURSE OBJECTIVES

To enable the students to gain knowledge on retailing.

UNITS

UNIT I : INTRODUCTION [12 HRS]

Meaning, definition – Retailer – Channels of Distribution – Evolution of Retailing – Functions of Retailing

UNIT II :TRENDS IN THE INDUSTRY [12 HRS]

Industry overview – National and International perspective – Economic significance of Retailing – Trends and opportunities in Retail Industry

UNIT III :CLASSIFICATION [12 HRS]

Retail formats – convenience stores – specialty – Supermarket – Discount stores – Super stores – Department stores – Hyper – Ware house stores / Club – Mall – Director catalogue retailing – web stores.

UNIT IV :MANAGEMENT [12 HRS]

Elements of retail operations – Store administration and Management of premises – Managing Inventory, Display, Receipts – Customer service, promotions and events.

UNIT V: STRAEGIES [12 HRS]

Retail Marketing strategy – Building a sustainable competitive advantage – Growth strategies – Strategic Retail planning process.

SELF STUDY :

Department stores – Hyper – Ware house stores / Club – Mall

TEXT BOOK:

1. Gibson G Vedamani, Retail Management, 3rd ed, Bombay: Jaico Publishing House, 2012

REFERENCE BOOKS :

1. Levy, Michael, Retailing Management / Michael Levy and Barton A Weitz., 8th Ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2015.
2. Dion, Jim., Start and Run A Retail Business / Jim Dion and Ted Topping, Bombay: Jaico Publishing House, 2007.
3. Swapna Pradhan, Retailing Management: Text and Cases, 5th ed, New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2017.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://sim.edu.in/wp-content/uploads/2018/02/RETAIL-MANAGEMENT-Notes.pdf>
2. http://newhorizonindia.edu/nhc_kasturinagar/wp-content/uploads/2020/06/VI-SEM-BBA-Retaail-Mgt.-notes.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline channels of Distribution and evolution of retailing	K2	PSO1

CO 2	Discuss trends and opportunities in retailing	K2	PSO2
CO 3	Analyse various retail formats	K3	PSO3
CO 4	Assess the role of Inventory display in retailing	K4	PSO4
CO 5	Explain retailing ad a sustainable competitive strategy	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA410	Relational Database Management System & Oracle	Major Elective	5	5

COURSE DESCRIPTION

This course aims on the data base and its concepts along with its applications in business. This course also emphasizes the recent developments in RDBMS and Oracle to make the students to run a business in an effective manner.

COURSE OBJECTIVES

To provide in depth knowledge about the applications of relational database management system and oracle.

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Introduction: The evolution – modeling the real world – An alternative view of modeling – The conventional technique – the data base management system – A data base system. Introduction: the schema and sub schema – manipulative capabilities – guidelines for use – different user interfaces. Relational Model: Concepts of the relations Model – The relational algebra – The relational calculus – DSL ALPHA.

UNIT II: DATA MANIPULATION

[12 HRS]

Normalization: Introduction – functional dependence – Multi valued dependency – candidate and primary key – normalization. A DBMS based on the relational Model: Introduction – The mapping operation – data manipulation facilities – data definition facilities – data control facilities.

UNIT III: ORACLE**[12 HRS]**

ORACLE: The right tool for many jobs – what a relational database Management System Does – The database Administration – The end user – The system Developer – How oracle organizes Data – How oracle Accessed Data – The oracle Environment – database Management Tools – Data Access and Manipulation Tools – programming Tools – Connectivity Tools – Oracle gives you Security and Control – Oracle performs competitively – Oracle supports Applications Development – Oracle use the SQL command set – Interfacing with oracle SQL and SQL *Plus – Loading the oracle protected mode executive – Logging on to oracle with SQL*Plus – Changing the “Super user” password – Granting user privileges – Dropping users and Altering Privileges – A SQL printer – Types of SQL statement s- Anatomy of a SQL command – SQL*Plus data types

UNIT IV : DATABASE MANAGEMENT**[12 HRS]**

Designing a Database, Crating tables, and adding Data – Structuring a Relational Database – A sample Database – Understanding Table Components – Naming a Table – Assigning Storage Data types – Crating a Table in SQL*Plus – Creating table - Other Tables – Creating synonyms – Documenting Table structures – Changing table structure – Renaming a table – Altering a table – Dropping a table – Manipulating the date in a table – Inserting data into a table – SQL * Forms

UNIT V: SQL**[12 HRS]**

Understanding SQL*Forms – A new concept in Applications Development – Engineering SQL*Forms – Customizing with the Full screen Editor programming with Triggers – Generating a Form – Running a Form – Entering the query – Formatting your Report Reviewing the Group settings – Report menu – Parameter settings – Using SQL*Menu – Understanding SQL*Menu – Managing menu security – Managing libraries and Applications – Maintains Database Security – An Employee Database Application – Establishing User system – Level Privileges – Establishing User object – Legal Privileges Auditing.

SELF STUDY:

SQL printer

TEXT BOOK:

1. Mehta, Subhash.,DBMS: Data Base Management Systems.,New Delhi: Wheeler`s Publishing, 2014.

REFERENCE BOOKS:

1. Loney, Kevin.,Oracle 8 DBA Handbook. ,New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2010.
2. Corey, Michael(et al.),,Oracle 8 Data Warehousing.,New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2015.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://docs.oracle.com/cd/E11882_01/server.112/e40540.pdf
2. <http://www.rjspm.com/PDF/BCA-428%20Oracle.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the evolution of database management system	K2	PSO1
CO 2	Give a frame work a relational model of DBMS and its data control facilities	K2	PSO2
CO 3	Analyze ORACLE environment and	K3	PSO3

	SQL commands		
CO 4	Identify ways of designing database and format models for its applications in business.	K4	PSO4
CO 5	Knowledge about SQL and its applications	K5	PSO5

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/WEEK	CREDITS
MBA	19MBA411	Internet And Java Programming	Major Elective	5	5

COURSE DESCRIPTION

In order to cope up with the recent developments and designing an e-business, this course is framed for the students. It also focuses on the concepts and areas of internet and Java programming.

COURSE OBJECTIVES

To enable the students to understand the basics of internet and java programming.

UNITS

UNIT I: INTRODUCTION

[12 HRS]

Internet – About Browsers – URL’s Web Designing – parts of URL – URL technology – anatomy of URL – Usage of URL – URL Language – applications – Types – latest technologies – avoidances – long URL

UNIT II: VARIABLES

[12 HRS]

Data Types – Variables – Arrays – Operators – Control Statements – Introduction to classes – Constructors – Finalizer – Methods and Classes – Inheritance. - Variable Declaration -Variable Initialization - Types of variables - Data Types in Java - Type Conversion & Type Casting

UNIT III: PACKAGE AND INTERFACE

[12 HRS]

Package and Interfaces – Exception Handling – Threads and Synchronization – String Handling – Java I/D Classes and Interfaces – types of packages – built – in – user defined – creating package – syntax – sub packages.

UNIT IV: AWT

[12 HRS]

Introduction to Applets – life cycle – class – parameters - Event handing –
 Introducing AWT: working with Windows, Graphics and Text – AWT
 Controls – Layout Managers and Menus – web programming

UNIT V: NETWORKING**[12 HRS]**

Introduction to Networking – Java and Net – TCP/IP – Introduction JDBC.-
 basics of networking – types – end to end encryption – wireless networking

SELF STUDY:

AWT Controls

TEXT BOOK:

1. Alagarsamy, K., JAVA in a Single Touch Feel It Hot. --1st ed. ,New Delhi: Galgotia Publications Ltd, 2013.

REFERENCE BOOKS :

1. Heller, Philip., Java 2 Developer's Handbook., New Delhi: Bpb Publications, 2014.
2. Naughton, Patrick, Java 2: The Complete Reference. 3rd ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2015.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.iitk.ac.in/esc101/share/downloads/javanotes5.pdf>
2. <https://www.cs.cmu.edu/afs/cs.cmu.edu/user/gchen/www/download/java/LearnJava.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Introduce the browsers and URL in	K2	PSO1

	web designing		
CO 2	Enable to know various types of data and inheritance	K2	PSO2
CO 3	Framework of various packages and interfaces along with exception banding	K3	PSO3
CO 4	Insist on working with windows graphics and texts	K4	PSO4
CO 5	Introduce networking and IDBC	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA412	Computer Networks	Major Elective	5	5

COURSE DESCRIPTION

This course examines the concepts and features of computer networks in the present scenario. It involves the various types of networking and its impact in the business.

COURSE OBJECTIVES

To provide information about the concepts of computer networks and their inferences in the business environment.

UNITS

UNIT I: INTRODUCTION [12 HRS]

Introduction: Computer Networks – Applications of Networks, Line Configuration in Computer Networks, Types of Network topology, OSI reference Model.

UNIT II: TRANSMISSION MEDIA [12 HRS]

Meaning – Factors to be considered while selecting a Transmission Medium – Transmission modes – Types of Transmission Media - Guided Transmission media – Coaxial – Fibre optics – Twisted – Unguided Transmission Media – Radio transmission – Microwave transmission – Error Detection and correction.

UNIT III: DATA COMMUNICATION [12 HRS]

Data Communications – Meaning, Types, Components Transmission – Synchronous and Asynchronous Transmission - Transmission modes in computer networks – Simplex, Half duplex and Full duplex modes.

UNIT IV: COMMUNICATION NETWORKS**[12 HRS]**

Types of Communication networks: Introduction to LAN – Characteristics, Applications, Advantages & Disadvantages, Common types. MAN – Characteristics, Advantages & Disadvantages, working, Types. WAN – Characteristics, Advantages & Disadvantages, and Types.

UNIT V: INTERNETWORK & WIRELESS NETWORK**[12 HRS]**

Inter Network – Meaning, Units of Internetworking. Internetwork addressing – Kinds – Challenges to Internetworking – Different types of internet connections. Wireless network – Meaning, Categories – Wireless Device Roles & its connections – Wireless devices in networks.

SELF STUDY :

Communication networks

TEXT BOOK:

1. Tanenbaum, Andrew S., Computer Networks. --3rd ed., New Delhi: Prentice Hall of India Pvt Ltd, 2000.

REFERENCE BOOKS :

1. Sarma, C R., Computer Networks: A Pragmatic Approach., Bombay: Jaico Publishing House, 2005.
2. Rajesh, R S., Computer Networks: Fundamentals and Applications / R S Rajesh, K S Easwarakumar and R Balasubramanian. , New Delhi: Vikas Publishing House Ltd, 2002.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://intronetworks.cs.luc.edu/current2/ComputerNetworks.pdf>
2. <http://www.svecw.edu.in/Docs%5CCSECNLNotes2013.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Introduce the network types, applications and models	K2	PSO1
CO 2	Outline the path of transmission of various types of signals and error detections and correction	K2	PSO2
CO 3	Give importance about data communications and channels	K3	PSO3
CO 4	Analyze the various types of communication networks	K4	PSO4
CO 5	Provide knowledge about internetwork and wireless network	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA420	Security Analysis & Portfolio Management	Major Elective	5	5

COURSE DESCRIPTION

The course is intended to provide an in-depth theoretical knowledge on stock market. It augments the learning managers to build portfolio and analyse its performance.

COURSE OBJECTIVES

This course intends to inculcate skills to construct portfolio and evaluate from investors' view point.

UNITS

UNIT I : INTRODUCTION

[12 HRS]

Investment: Objectives – Nature and Scope of Investment Management – Investment forms and Process. Introduction to Securities – Market for Securities – New Issues Market and Secondary Market – Regulations – SEBI guidelines.

UNIT II : SECURITY VALUATION

[12 HRS]

Risk and Return – Concept of risk – Systematic and Unsystematic Risk – Management of Risk – Security Valuation – Share Valuation – Concept of Present Value – Share Valuation Models – Regression Analysis – Preference Share Valuation - Bond Valuation models – Yield-To-Maturity.

UNIT III : INVESTMENT ANALYSIS

[12 HRS]

Fundamental Analysis – Meaning – Economy – Industry – Company – Forms of Market Efficiency – Efficient Market Theory – Random Walk Hypothesis –

Technical Analysis – Assumptions – Dow theory – Elliot wave theory – Mathematical indicators.

UNIT IV: PORTFOLIO ANALYSIS AND SELECTION**[12 HRS]**

Risk and investor preferences – Risk–return calculation of portfolios with more than two securities market with theory – Efficient frontier – Sharpe index – Capital asset pricing model (CAPM) – Significance of beta in the portfolio.

UNIT V: PORTFOLIO EVALUATION**[12 HRS]**

Managed portfolios – Performance need for evaluation measurements – Evaluation of portfolio performance – Evaluation techniques – Treynor’s performance measure for portfolios

SELF STUDY:

Types of Fundamental analysis

TEXT BOOKS:

1. Fisher, Donald E. and Jordan, Security Analysis and Portfolio Management. --6th ed. New Delhi: Prentice Hall of India Pvt Ltd, 2000.
2. Bhalla, V K., Fundamentals of Investment Management, 3rd ed., Delhi: S. Chand & Company, 2013.

REFERENCE BOOKS :

1. Avadhani, V A, Investment and Securities Markets in India, 10th ed., Mumbai: Himalaya Publishing House, 2017.
2. Singh, Preeti, Investment Management: Security Analysis and Portfolio Management. Mumbai: Himalaya Publishing House, 2012.
3. Kevin S, Portfolio Management, 2nd ed., New Delhi: Prentice Hall of India Pvt Ltd, 2015.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://www.ddegjust.ac.in/studymaterial/mba/fm-304.pdf>
2. http://www.stet.edu.in/SSR_Report/Study%20Material/PDF/MBA/6-3.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concept of Investment Management and Securities market	K2	PSO1
CO 2	Assess the risk and return of individual securities	K2	PSO2
CO 3	Apply Fundamentals and Technical analysis to Portfolio	K3	PSO3
CO 4	Assess the risk and return of Portfolio	K4	PSO4
CO 5	Use portfolio evaluation techniques	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA422	Management Of Financial Services	Major Elective	5	5

COURSE DESCRIPTION

The course focuses on providing knowledge on financial services industry. The course is designed to analyse the practices of different financial services in the market.

COURSE OBJECTIVES

This course is aimed at enhancing knowledge on financial services from corporate perspective.

UNITS

UNIT I: INTRODUCTION

[12 HRS]

An Overview Of Financial Services Industry – Trends In Financial Services – Nature And Scope Of Financial Services. Innovative Financial Instruments – Challenges Facing The Financial Services Sector – Present Scenario. NBFCs – Prudential Norms.

UNIT II: LEASING & HIRE PURCHASE

[12 HRS]

Meaning – Tax Aspects Evaluation – Accounting – Qualitative Factors – Structuring – Funding.

UNIT III: VENTURE CAPITAL

[12 HRS]

Concepts And Characteristics – Origin And Growth – Financial Agencies Involved – Finance Of Venture Capital Firms – Venture Capital Schemes – Trends In Venture Capital Financing Guidelines – Credit Rating – Concepts – Objectives – Types – Credit Rating Agencies – Methodology For Credit Rating – Stock Broking – Framework Of Operations – Trading & Settlement Procedures.

UNIT IV : MUTUAL FUNDS**[12 HRS]**

Meaning – Types / Classification Of Funds – Importance Of Mutual Funds – Organisation And Operation Of The Fund – Investors Rights – General Guidelines – Selection Of A Fund – Reasons For The Slow Growth – UTI a case – Future of mutual funds.

UNIT V: OTHER FINANCIAL SERVICES**[12 HRS]**

Concept and Forms of Factoring – Factoring Vs Bills Discounting – Functions of a Factor – Evaluation of Factoring – Depository System – Securitisation of Debt – Merchant Banking – Consumer Finance and Inter-Corporate Loan / Deposits – International Financial centres – Insurance services – Cash Management Services – Credit cards.

SELF-STUDY

Credit cards

TEXT BOOK:

1. Khan, M Y., Financial Services. --9th ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2017.

REFERENCE BOOKS :

1. Gordon, E and Natarajan, K., Financial Markets and Services, --11th Revised ed., Mumbai: Himalaya Publishing House, 2016.
2. Desai, Vasant., Indian Financial System: Financial System, Markets, Institutions, Instruments, Services. – 5th ed., New Delhi: Galgotia Publications Ltd, 2017.
3. Bhalla, V K, Management of Financial Services, 3rd Revised & enlarged ed., New Delhi: Anmol Publications Pvt Ltd, 2008.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.freebookcentre.net/business-books-download/Management-of-Financial-Services.html>
2. https://www.wittenborg.eu/sites/default/files/wittenborg/pdf/downloads/200_Individual%20Programme%20Curriculum%20Information%20Factsheets/205_Wittenborg_University_Bachelor_IBA_Financial_Services_Management.pdf.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Explain the industry framework of financial services and create innovative financial instruments	K2	PSO1
CO 2	Evaluate leasing & hire purchase quantitatively and qualitatively	K2	PSO2
CO 3	Outline the venture capital firms, credit rating agencies & methodology, and stock broking procedures	K3	PSO3
CO 4	Evaluate mutual fund industry	K4	PSO4
CO 5	Analyse factoring services, depository system and International Financial Centres	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA423	Mergers & Acquisitions	Major Elective	5	5

COURSE DESCRIPTION

This course hones up the dexterity of the managers on the strategic approach to mergers and acquisitions. It also widens the analytical skills of learners on valuation of mergers.

COURSE OBJECTIVES

This course aims to improve the mastery of mechanism, valuation and challenges in M&A.

UNITS

UNIT I : INTRODUCTION

[12 HRS]

Mergers- in the nature of acquisitions and amalgamations. types of merger – motives behind mergers – theories of mergers – operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix, Porter's Five forces model.

UNIT II : CORPORATE RESTRUCTURING

[12 HRS]

Different methods of restructuring – Merger Process – Dynamics of M&A process – Identification of targets negotiation – Closing the deal – Five-stage model – Due diligence – Process of merger integration – Organizational and human aspects – Managerial challenges of M & A

UNIT III : VALUATION & FINANCING

[12 HRS]

Valuation approaches – Discounted cash flow valuation – Relative valuation – Valuing operating and financial synergy – Valuing corporate control –

Valuing of LBO Methods of financing mergers – Cash offer – Share exchange ratio – Mergers as a capital budgeting decision.

UNIT IV : TAKEOVERS**[12 HRS]**

Types – Hostile takeover approaches – Take-over defences – Financial defensive measures – Coercive offers and defence – Anti-takeover Amendments – Poison pill defence.

UNIT V: AMALGAMATION**[12 HRS]**

Accounting for amalgamation – Pooling of interest method – Purchase method – Procedure laid down under Indian companies act of 1956 – Legal and regulatory framework of M & A – Provisions of Company's Act 1956 – Indian Income Tax Act 1961 – SEBI takeover code – Provisions of Competition Act.

SELF STUDY:

Types of Take-overs

TEXT BOOKS:

1. Rabi Narayan Kar and Minakshi, Mergers, Acquisitions & Corporate restructuring Strategies and Practices, -- 3rd ed., Mumbai: International Book House, 2017.
2. Fred Weston, Kwang S Chung, Susan E Hoag, Mergers, Restructuring And Corporate Control, – 1st ed., London, England: Pearson Education, 2015

REFERENCE BOOKS

1. Vadapalli, Ravindhar, Mergers acquisitions and Business valuation, New Delhi: Excel books, 2007.
2. Damodaran, Ashwath, Corporate Finance – Theory And Practice, – 2nd ed., John Wiley & Sons, 2003.
3. Shukla, M. C, Grewal, T. S, & Gupta, S. C, Advanced Accounts Vol II, –19th ed., S.Chand & Sons, 2007.
4. Kapoor, G. K and Dhamija, Sanjay, Company Law & Practice, – 23rd ed., Taxmann, 2018.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://www.simonfoucher.com/MBA/FINA%20695E%20-%20Mergers%20Acquisitions/Mergers,%20Acquisitions,%20and%20Corporate%20Restructurings%20%206th.pdf>
2. <http://www.himpub.com/documents/Chapter740.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Plan for mergers and discuss the strategic approach to M&A	K2	PSO1
CO 2	Formulate corporate restructuring deal	K2	PSO2
CO 3	Evaluate valuation approaches and methods of financing mergers	K3	PSO3
CO 4	Analyze take over approaches and amendments	K4	PSO4
CO 5	Apply accounting methods and analyse Legal and Regulatory Provisions	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA431	Industrial Psychology And Counselling	Major Elective	5	5

COURSE DESCRIPTION

This course focuses on inculcating knowledge about work psychology and the various approaches of work psychology like psychoanalytic, trait, behavioural, phenomenological, social and cognitive. It helps the student to develop the counselling skills.

COURSE OBJECTIVES

This Course intends at inculcating / imparting knowledge about application of psychology in industry.

UNITS

UNIT I : INDUSTRIAL PSYCHOLOGY [12 HRS]

Meaning and scope of Industrial Psychology – Fatigue, Monotony, Boredom effects and remedial measures – Human Engineering in Industry.

UNIT II : WORK PSYCHOLOGY [12 HRS]

The psychoanalytic, trait, behaviourist, phenomenological social and cognitive approaches- Career choice and development for executives – Women at work and ethnic groups at work

UNIT III :EMPLOYEE COUNSELING [12 HRS]

Definition, goals – Types of employee counselling – directive and non-directive, eclectic counselling, individual and group counselling – Counselling process – counselling interview.

UNIT IV: AREAS IN COUNSELING [12 HRS]

Counselling families, counselling with parents, pre-marital counselling ,marriage counselling, counselling women, counselling Drug addicts. Counselling and relaxation techniques

UNIT V: EMPLOYEE COUNSELOR**[12 HRS]**

Qualities of a counsellor – role & functions of employee counsellor – Role of a manager as a counsellor, mentor and coach

SELF STUDY:

Human Engineering in different Industries

TEXT BOOK:

1. Ghosh, P k.,Industrial Psychology. --4th ed., Mumbai: Himalaya Publishing House, 2000.
2. Jayaprakash Reddy, R.,Industrial Psychology. ,New Delhi: A.P.H.Publishing Corporation, 2004.

REFERENCE BOOK

1. Ghosh, P k.,Industrial Psychology. --4th ed.,Bombay: Himalaya Publishing House, 1993.
2. Welfel, Elizabeth Reynolds.,The Counselling Process:A Multi Theoretical Integrative Approach / Elizabeth Reynolds Welfel and Lewis E Patterson. --6th ed. ,Australia: Thomson, 2005.
3. Rao, Narayana., Counselling and Guidance. --2nd ed.,New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 1991.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://www.maorhan.com/wpcontent/uploads/2014/11/Handbook_of_Industrial_Work_and_Organizational_Psychology_Vol_2_2005.pdf
2. <http://egyankosh.ac.in/bitstream/123456789/23907/1/Unit-1.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED	PSOs ADDRESSED
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		BLOOM'S TAXONOMY)	
CO 1	Outline the concepts of industrial psychology	K2	PSO1
CO 2	Analyze work psychology and career choice and development for executives	K2	PSO2
CO 3	Discuss the types of employee counselling and its process	K3	PSO3
CO 4	Evaluate the special areas in counselling	K4	PSO4
CO 5	Explain the role & functions of employee counsellor	K5	PSO5

PROGRAMME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/WEEK	CREDITS
MBA	19MBA432	Human Resource Accounting & Audit	Major Elective	5	5

COURSE DESCRIPTION

This course aims at providing an overview about the concepts of HRA. This course explores the various methods and instruments of HR Audit.

COURSE OBJECTIVES

This course aims at inculcating knowledge about Human Resource Accounting and Human resource development Audit.

UNITS

UNIT I: HUMAN RESOURCE ACCOUNTING [12 HRS]

Concept and postulates, Basic Accounting knowledge – Accounting as an Information System for managerial control

UNIT II: BASIC CONCEPTS OF HRA [12 HRS]

The basic conceptual approaches to Human Resource Accounting – Methods and Techniques

Implementation in the Indian context – practical difficulties involved.

UNIT III: HUMAN RESOURCE AUDIT [12 HRS]

Introduction – Basic concepts – components – Element of good HRD.

UNIT IV: HRD COMPONENTS [12 HRS]

HRD strategies and its styles – styles and its styles - culture –OCTAPACE of Culture- structures- structural alternatives- systems- subsystems. Auditing the strategies, styles, culture, structures and systems.

UNIT V: HRD METHODOLOGY [12 HRS]

HRD audit methodology and Instruments - questionnaire – Writing the HRD audit report for Business Improvement – The Indian Experience. HRD Scorecard

SELF STUDY:

HR Scorecard and its usage in companies

TEXT BOOK:

1. Gupta, Raj Kumar., Human Resource Accounting: Managerial Implications., Delhi: Anmol Publications Pvt. Limited, 2003
2. Rao, T V., HRD Audit: Evaluating the Human Resource Function for Business Improvement., New Delhi: Sage Publications, 2009.

REFERENCE BOOKS:

1. Human Resource Accounting and Auditing , Nisamudheen T, Mufliha S, Laxmi Book Publication, 2016
2. Human Resource Accounting, Malayendu saha , Discovery publishing pvt ltd

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.yumpu.com/en/document/view/8831877/dba-1746-human-resources-accounting-and-auditpdf-centre-for->
2. <https://www.ihmnotes.in/assets/Docs/Ignou/TS-07/unit-4,HUMAN%20RESOURCE%20AUDIT.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concepts of HRA	K2	PSO1

CO 2	Analyse the various methods of HRA	K2, K3	PSO2
CO 3	Discuss concepts & Components of HR Audit	K3	PSO3
CO 4	Explain HRD strategies, style, structure & systems	K4	PSO4
CO 5	Evaluate HRD Audit methodology	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA433	Management Consultancy	Major Elective	5	5

COURSE DESCRIPTION

This course focuses on providing an outline about concepts of consulting and its models. It also helps to explore the tools and methodology of consulting.

COURSE OBJECTIVES

This course seeks to enhance knowledge about general perspective of management consultancy.

UNITS

UNIT I : CONCEPTS OF CONSULTING [12 HRS]

Consulting Industry – Types of Firms – Structure of a changing Industry, Consultants: Types, skills and values – consulting teams. Consulting as a profession: Professional Consulting – Consulting models

UNIT II : MARKETING OF CONSULTING SERVICES [12 HRS]

Marketing of Consulting Services: Understanding buyer values and needs – Marketing client expectation and strategy of the firm – advertising and relationship management – preparation of proposal.

UNIT III : CONSULTING TOOLS AND METHODOLOGY [12 HRS]

Consulting tools and methodology: Getting to know the client – difference method of gathering data – Interviewing issue – internal consulting. Analyzing and framing problems: Finding the problem / issue patterns – incorporating clients strength – reviewing with client – continue the engagement forward.

UNIT IV : MANAGING FIRMS [12 HRS]

Strategy of the consulting firms – goals and People's Success factors – Leadership skills needed to maintain a best performance. Developing winning culture – Aligning success factors – Managing Conflict between

Client and consultants – managing ethical and consulting practice challenges Knowledge creation to establish competitive advantage - Sharing the knowledge with in the firm – Problems in sharing knowledge.

UNIT V: CONSULTANCY ASSIGNMENT & CLIENT PRESENTATION**[12 HRS]**

Consultant Assignment : Preparation of Presentation - Finalize work with clients the engagement – Practice before client presentation – complete the written papers and presentation. Client presentation : Client feedback and presentation. Creating and managing future consulting opportunities.

SELF STUDY :

Relationship Management

TEXT BOOK:

1. Handbook of Management Consulting the Contemporary Consultant: Insights from World Experts / edited by Larry Greiner and Flemming Poulfelt.,New Delhi: Cengage Learning India Pvt. Ltd., 2008.

REFERENCE BOOK:

1. Block, Peter.,Flawless Consulting: A Guide to Getting Your Expertise Used. --3rd ed., San Francisco: Pfeiffer, 2011.
2. Management consulting, in India , edited by U.K.Srivastava and Pramila Srivastava , Sage Publisher , 2011

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.ucd.ie/t4cms/UCDCareers-ManagementConsultancy.pdf>
2. <https://imc-armenia.org/wp-content/uploads/2016/01/Management-Consulting.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concepts of consulting & its models	K2	PSO1
CO 2	Understand the steps in marketing of consulting service	K2, K3	PSO2
CO 3	Analyse the tools & methodology of consulting	K3	PSO3
CO 4	Assess the strategy of the consulting firms in managing conflicts	K4	PSO4
CO 5	Identifying the consultancy assignment & client presentation in managing future consulting opportunities.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA434	Disaster Management	Major Elective	5	5

COURSE DESCRIPTION

This course helps the students to explore and inculcating skills to manage disaster and crisis.

COURSE OBJECTIVES

To course aims at inculcating skills for students to manage disaster & crisis.

UNITS

UNIT- I OVERVIEW OF NATURAL DISASTER MANAGEMENT [12 HRS]

Natural Disaster Management - Drought-Earth quake-flood-Land slide-Tsunami-case studies.

UNIT- II SKILL DEVELOPMENT FOR DISASTER MANAGEMENT [12 HRS]

Skill Development for Disaster management - Team building- types of team building –team behaviour-problem solving-conflict management-characteristics, positive thinking

UNIT-III STEPS IN PROJECT RESCUE [12 HRS]

Project Rescue - Decision making-cross functional; interdependence – constraint management.

UNIT-IV LEADER'S ROLE IN EMOTIONAL INTELLIGENCE [12 HRS]

Leader's Role - Emotional-practical-logical-rational-emotional intelligence-testing EQ.

UNIT-V ETHICS AND SOCIAL RESPONSIBILITY [12 HRS]

Ethics and social responsibility - Tough job-activity-high performing time-corporate social responsibility-role of government, NGO, corporates-case studies

SELF STUDY:

Ethics and social responsibility

TEXT BOOKS:

1. Sundar, I., Disaster Management / I Sundar and T Sezhiyan. ,New Delhi: Sarup & sons, 2007.
2. Singh, B K., Disaster Management. ,Delhi: Adhyayan Publishers & Distributors, 2008

REFERENCE BOOKS :

1. Pawar, M C., Disaster Management., 2008.
2. Thakral, K K., Disaster Management: Relevent Issues and Challenges. ,New Delhi: Cyber Tech Publications, 2007.
3. Murthy, D B N., Disaster Management: Text and Case Studies. ,New Delhi: Deep & Deep Publications, 2007.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://elaw.org/system/files/Chapter%208%20Disaster%20Management.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline an overview of Natural Disaster Management	K2	PSO1
CO 2	Assess the skill development for disaster Management	K2, K3	PSO2
CO 3	Discuss the steps in project rescue	K3	PSO3
CO 4	Analyze the Leader's Role in	K4	PSO4

	emotional intelligence		
CO 5	Examine the ethics and social responsibility	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA435	Human Resource Information System	Major Elective	5	5

COURSE DESCRIPTION

This course focuses at enhancing the knowledge on integration of HR and information technology. It helps the students to integrate information system with functional areas of HR.

COURSE OBJECTIVES

This course aims at imparting students knowledge on the integration of HR principles and information technology.

UNITS

UNIT I : INTERFACE BETWEEN HR & IT [12 HRS]

Introduction-Interface between HR & IT- Data, Information, and Database-HRIS Model-Benefits-HRIS needs-Planning and Analysis-Components using System Development Life cycle.

UNIT II : LOGICAL PROCESS MODELLING [12 HRS]

Logical design-Logical process Modeling-Data flow diagram-Physical design-System feasibility- HRIS Cost Benefit Analysis-Estimating Sources and time-Methods.

UNIT III : ISSUES OF HRIS [12 HRS]

HRIS implementation issues- Models of Change Process-System failure-Organisation and Individual issues-

UNIT IV : FUNCTIONAL AREAS OF HR. [12 HRS]

HRIS and Functional Areas of HR-Job analysis and HR Planning-Recruitment and Selection technology-Training and development-Strategic Implementation.

UNIT V: PERFORMANCE MANAGEMENT**[12 HRS]**

Performance Management-Compensation-HR progress in Global organization-Role of HR in Information Security

SELF STUDY

Role of HR in Information Security.

TEXT BOOK:

1. Michael J.Kavanagh and Mahan Thite, HRIS, Sage Publications,2008

REFERENCE BOOKS:

1. J. Allen Doran ,HRM System-A Practical Approach, Carswell Legal Pubns; 2 edition 1, 1999
2. P.K. Gupta Susheel Chhabra, HRIS, Himalaya Publishers,2008

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://nscpolteksby.ac.id/ebook/files/Ebook/Business%20Administration/ARMSTRONGS%20HANDBOOK%20OF%20HUMAN%20RESOURCE%20MANAGEMENT%20PRACTICE/62%20-%20HR%20Information%20Systems.pdf>
2. <https://nscpolteksby.ac.id/ebook/files/Ebook/Business%20Administration/ARMSTRONGS%20HANDBOOK%20OF%20HUMAN%20RESOURCE%20MANAGEMENT%20PRACTICE/62%20-%20HR%20Information%20Systems.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline information about interface between HR & IT.	K2	PSO1
CO 2	Discuss the logical process modelling.	K2, K3	PSO2
CO 3	Analyse the various issues of HRIs	K3	PSO3
CO 4	Asses HRIs & Functional Areas of HR.	K4	PSO4
CO 5	Evaluate performance and compensating management in organisation	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA440	Value Engineering & Waste Control	Major Elective	5	5

COURSE DESCRIPTION

This course makes the students to learn the basics of value engineering and its importance. The course deals with uses of value engineering and reducing waste.

COURSE OBJECTIVES

This course is created to understanding the various value engineering technique and management of waste control.

UNITS

UNIT I : Introduction to value engineering [12 HRS]

Background and significance of value engineering, effects of changing technological, commercial and government factors – VE as a new discipline – general operation and costs – relations of VE to other operations.

The principle of value engineering problem recognition and definition; the role of creativity – the criteria for comparison – the element of choice.

UNIT II : FUNCTIONS OF VALUE ENGINEERING [12 HRS]

The meaning and analysis of function – the general concept – meaning of use esteem and exchange value – the anatomy of functions – basic Vs. secondary Vs. unnecessary functions – using and evaluating functions.

The role of management in value engineering an integral part of the VE programme – responsibility – organization of management – budget auditing merit recognition.

UNIT III :THE TECHNIQUES OF VALUE ENGINEERING

[12 HRS]

Value engineering techniques – selecting products and operations for VE action, how to time the VE programme – determining and weighing the functions assigning money equitations – developing alternative in decision making measuring – benefits –reporting results – follow –up.

Value and decision – decision process – theory of the decision – matrix (linear programming) – concept of utility make or buy.

Scheduling of value engineering activity man's system – Gantt charts – PERT charts and techniques – net work logic critical path method (CPM) use of control charts.

UNIT IV: ORGANISATION OF VALUE ENGINEERING

[12 HRS]

Organisation and staffing for value, engineering; general organisation concept – relation of Organisation to expected VE actions – centralization Vs. decentralization – level of VE in the organization – small plant VE activity – size and skills of VE staff.

Training for value engineering – objectives- initial programme – management orientation agenda – detail training of value engineers – introduction of peripheral personal –conducting training – programme costs.

UNIT-V: EMERGING TRENDS IN VALUE ENGINEERING

[12 HRS]

Value engineering at work- variety reduction – case studies with costs of VE efforts improving function quality performance, indirect labour costs – material cost – capital cost.

Value analysis – implications on cost and quality.

SELF STUDY:

Value analysis – Implications on cost and quality

TEXT BOOK :

1. Value analysis in design – C. Flower – van nostrand reinhold inc.

REFERENCE BOOKS :

1. Reengineering for sustainable industrial production – Camarinha – matos.
2. Manufacturing excellence in goal market – W. Evershein
3. Productivity Management - John heap – cassell.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <http://www.ddegjust.ac.in/2017/Uploads/11/POM-324.pdf>
2. https://www.saijmcoe.org/?gclid=EAIaIQobChMI7PKO_uDA7gIVGiUrCh01FwhxEAMYASAAEgL1O_D_BwE

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of value engineering and discuss the relation of VE	K2	PSO1

	to other operations		
CO 2	Identify the different value engineering techniques and assess the decision making process	K2, K3	PSO2
CO 3	Discuss the concept of scheduling and analyse the different techniques in scheduling	K3	PSO3
CO 4	Assess the different types of training for value engineering	K4	PSO4
CO 5	Discuss and communicate the value engineering at workplace	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA441	Production Planning & Control	Major Elective	5	5

COURSE DESCRIPTION

The course introduces students to the basic concept of production planning and control. The students will have the opportunity to learn routing and scheduling being used in the business environment which enables students to make better decisions.

COURSE OBJECTIVES

This course is created to understand the production planning and control mechanism in the organisation.

UNITS

UNIT 1 : PRODUCTION CAPACITY PLANNING [12 HRS]

Meaning and objectives- Methods of capacity planning – Measurement of capacity planning – Factors affecting capacity planning - Meeting customer's needs - Maintaining high levels of internal operational efficiency – forecasts of customer orders– Assessment of productive capacity.

UNIT 2 : PRODUCTION CAPACITY FORECASTING [12 HRS]

Production planning – production facilities - capacity to meet delivery schedules – maximizes the utilization of scarce productive resource - Capacity determination of production resources.

UNIT 3 : ROUTING [12 HRS]

Meaning – Functions of Routing – Routing procedures – Advantages of Routing- Techniques of Routing - Dispatching – Expedition of production order – materials management.

UNIT 4 : SCHEDULING**[12 HRS]**

Definition – Objectives – Types of Schedules – Problems in Scheduling – Principles of scheduling – Scheduling strategies – ERP Software for Master Production Scheduling –Flexible production scheduling.

UNIT 5 : PRODUCTION CONTROL**[12 HRS]**

Production control – control of activities – control of materials – control of tools – control of quality – control of labour efficiency – control of progress of orders-Computer aided production planning and control systems. Line balancing, Johnson Algorithms, GANTT Chart.

SELF STUDY

Computer aided production planning and control systems

TEXT BOOK :

1. Production & Planning & Information System – J.J. Verizili

REFERENCE BOOKS :

1. Introduction to Industrial Engineering and Management Science – Philip E. Hicks
2. Production Systems – Planning Analysis & Control – Riggs
3. Modern Production Control – Willsmore

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://mrcet.com/downloads/digital_notes/ME/IV%20year/PPC%20NOTES.pdf
2. <http://courseware.cutm.ac.in/wp-content/uploads/2020/06/Production-planning-control-pdf-2.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of production planning and different control procedures in the organisation.	K2	PSO1
CO 2	Discuss the application of routing & scheduling in production planning.	K2, K3	PSO2
CO 3	Identify the different type of production system and control technique.	K3	PSO3
CO 4	Assess the different stages of production control.	K4	PSO4
CO 5	Discuss different types of computer aided production planning and computer systems.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA442	Project Management	Major Elective	5	5

COURSE DESCRIPTION

This course has been designed with an objective to familiarise students with key aspects of project management. This course will equip them to understand the influences of heuristics while taking investment decision.

COURSE OBJECTIVES

This come aim at appraising the students with the concept and techniques used in the process of project conception feasibility study, evaluation implementation and there by develop necessary skills for project planning and management.

UNITS

UNIT I : INTRODUCTION TO PROJECT MANAGEMENT [12 HRS]

Overview of the process for project Feasibility analysis generation and screening of venture ideas – Market Analysis – Social Cost Benefit Analysis (SCBA)

UNIT II : PROJECT EVALUATION [12 HRS]

Project Management and Introduction to Project Planning and Evaluation- Bar Charts.

UNIT III :NETWORK TECHNIQUE [12 HRS]

The Network technique - Finding Critical Path – The PERT Model – The CPM Model – PERT / Cost and Creating – Scheduling under resource constraints – PERT in practice.

UNIT IV : GERT AND PROJECT MANAGEMENT [12 HRS]

Modification of PERT such as GERT simulation and its application in project management

UNIT V: PROJECT ORGANIZATION**[12 HRS]**

Project organization – Matrix organization – Project costing – Contact Lock Administration

SELF STUDY :

Matrix organization

TEXT BOOK :

1. Project Feasibility Analysis – D.S Clittion & D.E. Fytte

REFERENCE BOOKS :

1. Project Appraisal & Planning in Development Economics – I.M.D Little & A. Mirless
2. Guidelines for Project Evaluation – P. Dasgupta, A.K. Seu & S. Marglin
3. Management Guide to PERT & CPM – Wiest & Levy

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://www.opentextbooks.org.hk/system/files/export/15/15694/pdf/Project_Management_15694.pdf
2. https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15_Detwiler_Resources.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the concept of project management and discuss the project feasibility analysis	K2	PSO1
CO 2	Discuss the market analysis and evaluate social cost Benefit Analysis.	K2, K3	PSO2
CO 3	Identify the different networking techniques used in project construction.	K3	PSO3
CO 4	Explain the concept of GERT simulation and its application in project management.	K4	PSO4
CO 5	Prepare the project organisation and project costing.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA450	Hospital Services Management	Major Elective	5	5

COURSE DESCRIPTION

The course will focus on sharing the latest trends, best practices and procedures in Hospital administration.

COURSE OBJECTIVES

This course is aimed at imparting the application of management concepts in hospital.

UNITS

UNIT I: OUTPATIENT SERVICES AND TRAUMA CARE [12 HRS]

Functions, Patient Flow, Location, Design and Layout, Staffing, Physical Facilities, Daily Planning and Scheduling of Work, Specialty, Sub-speciality and Super Speciality Clinics, Day Care, Front Office, Information and Communication, Managing Waiting Time, Reservation, Appointment by Phone, Patient Counselling, Other Facilities: Pharmacy, Gifts Shop, Prayer / Meditation Room, Disaster Management: Principles and Classification, Ambulance and Paramedic Services, Medico-legal Procedures, Communication System

Medical Records: Functions, Types of Forms, Retention Policy, Medical Records Committee, EMR, Microfilming and Smart Cards.

UNIT II: INPATIENT SERVICES, OT AND ICU [12 HRS]

Inpatient: Functions, Location, Design and Layout, Staffing, Physical Facilities, Admission, Transfer, Billing and Discharge Procedures, Bed Compliment, Bed Days, Average Length of Stay (LOS), Bed Occupancy Rate, Daily Ward Census, Bed Turnover Rate, Gross / Net / Postoperative Death Rate, Managing Deaths. OT: Functions, Patient Flow, Location, Design and Layout, Staffing, Physical Facilities, Daily Planning and Scheduling, Determinants of number of Operating Rooms, Zoning and Aseptic / Sterile

Techniques, Centralised Sterile Supply, Safety Issues. ICU: Functions, Location, Design and Layout, Staffing, Physical Facilities, Types of ICUs

UNIT III: DIAGNOSIS**[12 HRS]**

Radiology Services: Functions, Location, Design and Layout, Staffing.
Laboratory Services: Functions, Location, Design and Layout, Staffing, Classification.

UNIT IV: ENGINEERING SERVICE**[12 HRS]**

Functions of Civil, Electrical and Biomedical Services. Equipment- Types and Characteristics; Purchase, Inspection, Installation, Records, and Responsibilities.

UNIT V: SUPPORT SERVICES**[12 HRS]**

Functioning of Dietary Services – Functions – Equipment – Store – Day store – General kitchen – Special diet kitchen – Food distribution. Linen & Laundry: meaning – Importance – Types of service – Laundry arrangements – Washing materials – Washing arrangements - Housekeeping and security.

SELF STUDY :

Housekeeping and security

TEXT BOOK :

1. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice(Oxford University Press, New Delhi)

REFERENCE BOOKS :

1. B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
2. C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://www.vpmthane.org/adf/Uploads/Hospital_Admin.pdf
2. <https://www.pdfdrive.com/hospital-administration-books.html>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the overview of outpatient services and Trauma care in hospital.	K2	PSO1
CO 2	Demonstrate the inpatient services and functions of OT/ICU in the hospital.	K2, K3	PSO2
CO 3	Explain the diagnosis procedures in the hospital.	K3	PSO3
CO 4	Identify the role of engineering service in Hospital.	K4	PSO4
CO 5	Discuss the various supporting services in Hospital.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA451	Quality Management In Hospitals	Major Elective	5	5

COURSE DESCRIPTION

The course aims to prepare students to provide in-depth knowledge of quality management that can be used in hospitals.

COURSE OBJECTIVES

To deal with formulation and implementation of strategy. To study and understand the various steps in strategic management

UNITS

UNIT I : INTRODUCTION TO QUALITY MANAGEMENT [12 HRS]

Quality: Meaning – Concept – Quality Terminologies: Quality control – Quality assurance – Quality Management – Total quality management – 6 Sigma – Meaning and significance.

UNIT II : QUALITY MANUAL [12 HRS]

Quality Management: Fundamentals – Objectives – Quality Management in Hospital Services: Need – Importance – Quality manual.

UNIT III : QUALITY ASSURANCE [12 HRS]

Quality Assurance in Hospital Services: Quality in core and support services – Quality Circles.

UNIT IV : TOTAL QUALITY STANDARDS [12 HRS]

Total Quality Management: Elements – TQM in global perspective – Quality standards – ISO 9000 series – Business Process Reengineering.

UNIT V: AUDIT AND CONTROL TECHNIQUES [12 HRS]

Quality Assessment: Quality review – Medical audit – Peer review – Quality recognition – Quality awards. Quality Control Techniques: Core competence – Strategic alliances for ensuring quality – Bench marking.

SELF STUDY :

Bench Marking

TEXT BOOK :

1. Armond V. Feigerbaum, Total Quality Control, McGraw Hill.

REFERENCE BOOKS :

1. Ron Collard, Total Quality, Jaico, Delhi.
2. John Bark, Essence of TQM, Prentice Hall, Delhi.
3. Willborn & Cheng, Global Management of Quality Assurance Systems, McGraw Hill.
4. Townsend & Gebhardt, Commit to Quality, John Wiley & Sons.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://www.diva-portal.org/smash/get/diva2:171369/FULLTEXT01.pdf>
2. <https://www.ghdonline.org/uploads/QMMP.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Outline the Quality terminologies, TQM and Six Sigma	K2	PSO1
CO 2	Explain the Quality Management in Hospital Services	K2, K3	PSO2
CO 3	Identify the problems of Quality Assurance in Hospital Services	K3	PSO3
CO 4	Analyze the Quality standards, ISO 9000 series & Business Process Reengineering..	K4	PSO4
CO 5	Assess the Strategic alliances for ensuring quality & Bench marking	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA452	Marketing Of Hospital Services	Major Elective	5	5

COURSE DESCRIPTION

The course provides students scope, skills and tools of marketing. Then the student will be able to start their marketing careers in the Hospital.

COURSE OBJECTIVES

This course develop to understand the effect of marketing services in hospital.

UNITS

UNIT I: SERVICE MARKETING [12 HRS]

Meaning, Concept – Significance – Salient features – Service Mission Statement – Planning for marketing hospital services – Market Segmentation in hospital services – Services mix – Elements – Their relation to hospital marketing.

UNIT II: HOSPITAL SERVICES [12 HRS]

Meaning – Service product mix – Planning and development of new services – Modification – Diversification and Elimination of services – Branding of hospital services – Implication on marketing – Package of services.

UNIT III: PRICE AND DISTRIBUTION [12 HRS]

Pricing of Hospital Services – Meaning – Factors influencing pricing – Pricing objectives and methods – Distribution of hospital services – Need – Importance – Types – Medical camps – Suburban centers – Rural centers management – Logistics management – Franchise in hospital services.

UNIT IV: PROMOTIONAL STRATEGIES [12 HRS]

Promotion and Communication mix for Hospital Services – Promotional strategies – Advertisement and Public relations – Sales Promotion – Personal selling – Medical Tourism.

UNIT V: PEOPLE, PROCESS AND PHYSICAL EVIDENCE [12 HRS]

People and Process in hospital services – Internal marketing – Processes – Customer relationship marketing – Process – Service quality – Delivery of hospital services – Procedures, tasks, schedules, mechanisms, activities and routines.

Physical Evidence in hospital services – Meaning – Need – Importance – Kinds – Brochures – Physical facilities and equipments.

SELF STUDY:

Medical Tourism

TEXT BOOK:

1. Jha S.M, Service Marketing, Himalaya Publishing, Mumbai, 2016.

REFERENCE BOOKS :-

1. Adrian Payne, The Essence of Services Marketing, PHI, New Delhi, 2000.
2. Helen Woodruffe, Services Marketing, Macmillan, Delhi, 2005.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. http://dspace.hmlibrary.ac.in:8080/jspui/bitstream/123456789/1732/11/11_Chapter%202.pdf
2. http://blr.healthleadersmedia.com/supplemental/7297_browse.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED	PSOs ADDRESSED

		BLOOM'S TAXONOMY)	
CO 1	Outline the concept of service of service marketing and identify different service mix components for hospital.	K2	PSO1
CO 2	Discuss the procedure for planning and development of new services in the hospital.	K2, K3	PSO2
CO 3	Asses the different type of pricing methods and franchise in hospital service.	K3	PSO3
CO 4	Identify the promotion and communication mix for hospital services.	K4	PSO4
CO 5	Analyse the role and importance of people, process and physical evidence in hospital service.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA402	International Marketing	Major Elective	5	5

COURSE DESCRIPTION

The course seeks to improve the knowledge of learners on the international context of marketing orientation. It also inculcates the expertise in the managers to formulate marketing decisions in the international context.

COURSE OBJECTIVES

This course intends to enhance the marketing skills in international context.

UNITS

UNIT I : INTRODUCTION

[12 HRS]

Scope and significance of International marketing – India's Foreign Trade – Trends in foreign trade – Government policies – Infrastructure for export promotion – Export documentation and procedures - Appraisal on international markets – Planning Entry – Entry decisions – Marketing research and information system – Market targeting – Deciding type of entry - Organizing marketing department.

UNIT II : PRODUCT STRATEGY

[12 HRS]

Meaning - Standard Vs Differentiated products – Product line alternatives – Product line adaptation – Product diffusion – Branding and packaging Decisions.

UNIT III : PRICING STRATEGY

[12 HRS]

Meaning – Pricing objectives – Cost factors – Price Escalation – Market pricing – Administered pricing.

UNIT IV : DISTRIBUTION STRATEGY

[12 HRS]

Meaning – Channels of distribution – Factors in channel selection – Physical distribution decisions.

UNIT V: PROMOTION STRATEGY

[12 HRS]

Meaning – International Advertising media decisions – Agency arrangements – Personal selling and other promotional tools – Co-ordination and control – Types of control – Optimizing and International marketing strategy.

SELF STUDY:

Channels of distribution.

TEXT BOOK:

1. Keegan, Warren J., Global Marketing Management, 7th ed., New Delhi: Prentice Hall of India, 2007.

REFERENCE BOOKS :

1. Cateora, Philip R., Gilly, Mary C., & Graham, John L., International Marketing, 15th ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2017.
2. Saxena, Rajan., Marketing Management, --4th ed., New Delhi: Tata Mc-Graw Hill Education Pvt Ltd., 2009.
3. Balagopal, T A S, Export Marketing, Mumbai: Himalaya publishing House, 2014
4. Cherunilam, Francis, International Business Environment, --7th revised ed., Mumbai: Himalaya Publishing House, 2015.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. https://artnet.unescap.org/tid/artnet/mtg/competitiveness_s7.pdf
2. <https://ebs.online.hw.ac.uk/EBS/media/EBS/PDFs/International-Marketing-Course-Taster.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Explain foreign trade and plan for international market entry decisions	K2	PSO1
CO 2	Formulate product mix decisions	K2, K3	PSO2
CO 3	Plan Pricing mix decisions	K3	PSO3
CO 4	Analyze Distribution strategies	K4	PSO4
CO 5	Evaluate promotion strategies and predict control aspects	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA421	Export Finance & Documentati on	Major Elective	5	5

COURSE DESCRIPTION

The purpose of the course is to implant proficiency in Export operations and procedures among the learners. The course intends to build up the logical ability of the managers in handling foreign trade transactions.

COURSE OBJECTIVES

This Course is aimed at inculcating expertise in export operations and procedures and provides systematic approach in handling foreign trade transactions.

UNITS

UNIT I : FOREIGN TRADE PROCEDURES [12 HRS]

Domestic trade vs. Foreign trade Procedures involved in export – Import formalities – Visible and invisible imports and exports – Balance of trade – Balance of payments – contract terms – Inco terms – Methods of payment used in foreign trade - Mechanism of letter of credit – Payment credit – Types of L.C – Stand-by credit (Bank Guarantee) – Practical problems faced.

UNIT II : FINANCING FOREIGN TRADE [12 HRS]

Introduction – Packing credit (Pre-shipment credit) – Post-shipment credit - Packing and Post-shipment credit denominated in foreign currency – Bills purchase / discount – Advance against bills sent for collection on consignment goods – Duty drawback – Undrawn balance – Retention money – Buyers credit – Sellers credit – Role of IBRD – IDA – IFC – EXIM Bank – Asian Development Bank (ADB) – ECGC – MIGA (Export credit Guarantee corporation – Multilateral Investment Guarantee Agency.

UNIT III : SHIPPING DOCUMENTS [12 HRS]

Commercial documents – Regulatory Documents Invoice – Proforma – Commercial Invoice – Customs invoice – Consular invoice – Legalized invoice – Packing list – Certificate of origin – Insurance Policy – Bill of lading – Bill of exchange – Certificate of Inspection – Q.C. G.R./ PP/VP/COD/ Softex forms – AR4 – Shipping Bill for duty free – dutiable - ex-bond for duty drawback and port trust copy - Freight payment certificate – Insurance premium payment certificate – Bill of Entry Logistics – Container service.

UNIT IV : FOREIGN EXCHANGE THEORIES [12 HRS]

Past and present theories – Exchange rate arithmetic – spot & forward rates – Exchange control Regulations FEMA and PML – Foreign exchange Dealers Association of India (FEDAI) and RBI – IMF and SDR – Convertibility – Factors that influence exchange rate.

UNIT V: PROMOTION OF FOREIGN TRADE [12 HRS]

Trade control – EXIM policy highlights – EPC – EIA (Export Promotion Council, Export Inspection Agency) General provisions regarding exports, imports – Promotional measures – Duty exemption/ remission scheme – Export promotion capital goods scheme – EOU, EPZ, EHTP, STP, AEZ, SEZ – Deemed Exports.

SELF STUDY:

EXIM Policy highlights

TEXT BOOK:

1. Jeevanandam, C., Foreign Exchange: Practice, Concepts & Control., New Delhi: Sultan Chand & Sons, 2016.

REFERENCE BOOKS :

1. Jain's, R K., Foreign Trade Policy & Handbook of Procedures [2015 – 20] Vol.1. –24th ed., New Delhi: Centax Publications, 2017 – 18.
2. Mahajan, M.I. Foreign Trade: Policy, Procedures and Documentation, Exports, Imports, Foreign Exchange Management, Mumbai: Snow White, 2005.
3. Bhalla, V.K., International Business: Environment and Management., New Delhi: Anmol Publications Pvt Ltd, 2004.
4. Cherunilam, Francis, International Trade and Export Management, Mumbai: Himalaya Publishing House, 2010.

DIGITAL OPEN EDUCATIONAL RESOURCES:

1. <https://grow.exim.gov/hs-fs/hub/421983/file-2055772500-pdf/Guides/trade-guide.pdf>
2. http://www.eximguru.com/exim/guides/export-finance/ch_4_trade_documents.aspx

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Explain foreign trade formalities, payments and practical problems faced	K2	PSO1
CO 2	Analyse financing foreign trade and financing schemes	K2, K3	PSO2
CO 3	Create shipping documents in foreign trade	K3	PSO3
CO 4	Apply Foreign exchange theories	K4	PSO4
CO 5	Evaluate Trade control policies and Promotional measures	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA430	International Human Resource Management	Major Elective	5	5

COURSE DESCRIPTION

This course intends to improve the familiarity of learners on the HRM practices in the international context. It enables the students to face the HRM challenges in the International context.

COURSE OBJECTIVES

This course seeks to enhance the mastery of HRM practices and challenges in International context.

UNITS

UNIT I : INTRODUCTION

[12 HRS]

International Human Resource Management – Approaches to IHRM – IHRM Model –Difference between Domestic and International Human Resource Management – Expanding role of HRM in International firms — Managing people in an International context.

UNIT II : CULTURE IN INTERNATIONAL CONTEXT

[12 HRS]

Defining Culture in International context – Cultural values – Human Resource Practices in different cultures (America, Japan, Russia and Middle East).

UNIT III : RECRUITMENT & SELECTION

[12 HRS]

Practices in MNCs – Executive nationality staffing policies – Issues in staff selection – Expatriation selection and repatriation – Training and Development – Expatriate training – Components of effective pre-departure training.

UNIT IV : PERFORMANCE MANAGEMENT**[12 HRS]**

Performance Management – Factors affecting individual performance and appraisal – Criteria used for performance Appraisal of International employees – Compensation – Objectives – Key components of international compensation – Approaches to compensation management.

UNIT V: INDUSTRIAL RELATIONS**[12 HRS]**

Industrial relations – Labour relations policies and practices of multinational firms – Industrial relations comparative practices (USA, Japan, India, Europe) – Impact of globalization on Industrial relations.

SELF STUDY:

Issues in staff selection

TEXT BOOK:

1. Bhatia, S.K., International Human Resource Management: A Global Perspective. New Delhi: Deep & Deep Publications, 2013.

REFERENCE BOOKS :

1. Dowling, Peter J, Festing, Marion and Engle, SR., Allen D, International Human Resource Management: –6th ed., Australia: Cengage Learning EMEA, 2013.
2. Tayeb, Monir H., International Human Resource Management: A Multinational Company Perspective, London: Oxford University Press, 2005.
3. Hrewster Chris, Houldsworth Elizabeth, Sparrow Paul, and Vernon Guy, International Human Resource Management, --4th ed., CIPD – Kogan Page, 2016.

DIGITAL OPEN EDUCATIONAL RESOURCES:

<https://www.ftms.edu.my/images/Document/MOD001055%20-%20International%20Business/CHAPTER%208.pdf>

<https://www.longdom.org/open-access/international-human-resource-management-2167-0358-1000203.pdf>

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Formulate approaches to IHRM and identify role of HRM in international firms.	K2	PSO1
CO 2	Demonstrate different cultures and its values.	K2, K3	PSO2
CO 3	Plan recruitment & selection practices in MNCs and design T&D components.	K3	PSO3
CO 4	Apply performance appraisal and compare approaches to Compensation Management.	K4	PSO4
CO 5	Assess comparative practices of Industrial relations internationally.	K5	PSO5

PROGRAM ME CODE	COURSE CODE	COURSE TITLE	CATEGORY	HRS/ WEEK	CREDITS
MBA	19MBA460	Managerial Environment	Major Elective	5	5

COURSE DESCRIPTION

This practical course on Managerial environment is designed to give practical knowledge to students on the different business environments and analyse the interdependence of various environments.

COURSE OBJECTIVES

This course intends to train students on various corporate environments and its interdependence.

UNITS

UNIT I: INTRODUCTION [5 HRS]

Organization and its environment – Systems approach – Social Responsibilities of Business.

UNIT II: TECHNICAL ENVIRONMENT [5 HRS]

Features of Technical environment – Impact of Technical environment on business.

UNIT III: EDUCATIONAL ENVIRONMENT [5 HRS]

Meaning – Features of Educational Environment – Education system – Relationship between Education and Business.

UNIT IV: SOCIAL & CULTURAL ENVIRONMENT [5 HRS]

Meaning of Social Environment – Impact of Social factors affecting Business Environment and strategy – Meaning of Cultural environment – Business culture – Key cultural issues

UNIT V: ECONOMIC & LEGAL ENVIRONMENT [5 HRS]

Meaning of economic environment – Impact of Macro & Micro environment factors on business – Legal environment of business – Impact of Legal factors on Business

SELF STUDY:

Business culture

TEXT BOOK:

1. Cherunilam, Francis, Global Economy and Business Environment, -- 3rd ed., Mumbai: Himalaya Publishing House, 2013.

REFERENCE BOOKS :

1. Understanding Environment / edited by Kiran B Chhokar,, Mamata Pandya and Meena Raghunathan., New Delhi: Sage Publications India Pvt. Ltd., 2005.
2. Adhikary. M., Economic Environment of Business: Theory and the Indian Case. --12th ed., New Delhi: Sultan Chand & Sons, 2008.

DIGITAL OPEN EDUCATIONAL RESOURCES:

<https://www.coursehero.com/file/25307452/3-Managerial-Environment-Notes-v2-1pdf/>

https://edoc.unibas.ch/45633/1/Paper_D126.pdf

COURSE OUTCOMES

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

NO.	COURSE OUTCOMES	KNOWLEDGE LEVEL (ACCORDING TO REVISED BLOOM'S TAXONOMY)	PSOs ADDRESSED
CO 1	Demonstrate Systems approach to various environments	K2	PSO1
CO 2	Predict technical environment	K2, K3	PSO2

CO 3	Assess educational environment	K3	PSO3
CO 4	Analyze sociological & cultural environment	K4	PSO4
CO 5	Evaluate economic & legal environment	K5	PSO5